



City of Kenora

Committee of the Whole Agenda

Tuesday, April 5, 2022

9:00 a.m.

City Hall Council Chambers

Live Stream Access: <https://kenora.civicweb.net/Portal/>

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 April 19, 2022 meeting:-

- Adopt a new Elections Sign bylaw
- Adopt a new Five Year Strategic Plan
- Amend the Investment Policy Statement which under Authorizing By-law #47-2020
- Adopt a new Schedule of Rates to be used in connection with the Lake of the Woods Cemetery

Blessing & Land Acknowledgement

Councillor Van Wallegem

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 March 8, 2022 be confirmed as written and filed.

D. Deputations/Presentations

- Dan Penner, Urban System, Kenora Strategic Plan
- Mike Greaves/Mike Newton, Wake Marketing, Tourism Brand
- Margot Ursic, Kennedy Consulting, Sustainability Action Plan

E. Reports:

1. Corporate Services & Finance

Item Subject

- 1.1. 2021 General Fund Investments
- 1.2. Investment Policy Statement Review
- 1.3. February 2022 Financial Statements

- 1.4. Election Sign Bylaw
- 1.5. Five Year Kenora Strategic Plan Adoption

2. Fire & Emergency Services

Item Subject

- 2.1 CEMC Appointment

3. Operations & Infrastructure

Item Subject

No Reports

4. Community Services

Item Subject

- 4.1 Cemetery Rates & Fees
- 4.2 Application to Ontario Trillium Foundation – Resilient Communities Fund
- 4.3 Collaboration Agreement – Science North
- 4.4 Janitorial Services Contract Agreement
- 4.5 Parks Public Washroom Contract Agreement
- 4.6 Seniors Community Grant Application
- 4.7 New Tourism Destination Brand Adoption

5. Development Services

Item Subject

- 5.1 Chipman Street Pocked Park – Self Cleaning Washroom Contract Award
- 5.2 Sustainability Action Plan

Other:

Next Meeting

- Tuesday, May 10, 2022

12:00 p.m.–Public Hearing – Zoning Bylaw Amendment D14-22-03 - 1439 Railway St

Motion - Adjourn to Closed Meeting:

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

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

- i) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality (1 matter-Synergy North shares)
- ii) Educating & Training Members of Council (1 matter-CAO update)

Adjournment.



March 25, 2022

City Council Committee Report

TO: Kyle Attanasio, CAO

FR: Charlotte Edie, Director of Finance/Treasurer

RE: Investment Report – 2021 General Fund

Recommendation:

That Council hereby accepts the 2021 investment report that includes details of the City of Kenora General Fund investments.

Background Information:

The City of Kenora maintains investment portfolios separate from the Kenora Citizen's Prosperity Trust Fund. These investments were entirely held in the ONE Public Sector Group of Funds and most were transferred to the Prudent Investor regime realizing a gain of \$1,563,395 in 2020.

The market value of these investments at December 31, 2021 is \$19,575,962 and the book value is \$17,922,248. This portfolio is held in bond, universal corporate bond and equity funds. The consolidated year to date return on these investments is 10.8% (since inception 11.9%). The City also holds \$7,186,903 in a high interest savings account outside the Prudent Investor regime in the ONE Public Sector Group of Funds.

The investment report from the ONE Public Sector Group of Funds has been provided as an attachment to this report.

The City also earns investment income from its various bank accounts, on the note receivable from Synergy North Corporation and on sundry receivables. The budgeted investment income in the general fund for 2021 was \$550,000. Actual investment income to date is approximately \$912,000. This does not include interest earned on reserve funds that is recorded as an addition to these funds in the amount of \$86,424 or interest earned on taxes receivable. The positive result is largely due to the performance of the Prudent Investor investments in 2021. Bank interest and interest from Synergy North are based on prime which was set at a low rate for all of 2021.

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

Risk analysis:

The risk impact is that the Funds do not earn at least the budgeted investment income.

Communication Plan/Notice By-law Requirements: For information only

Strategic Plan or other Guiding Document:

Report is required per policy CS 4-2.



March 23, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Charlotte Edie, Manager of Finance/Treasurer

Re: Investment Policy Statement Review - 2022

Recommendation:

That Council hereby accepts the changes to the Investment Policy Statement (IPS) for the City of Kenora investments; and further

That in accordance with By-law Number 144-2007, public notice is hereby given that Council intends to amend the Investment Policy Statement which was passed under Authorizing By-law #47-2020; and further

That Council give three readings to a By-law to amend the IPS.

Background Information:

On February 18, 2020, Council reviewed and approved the initial IPS which was formally adopted through the Authorizing By-law #47-2020. At least annually, Council is required to review and update, if required. Administrative amendments have been proposed by the ONE JIB. The revised IPS is attached.

Amendments to the statement include: the elimination of the reference to the internal debt and the reference to the RBC Dexia funds still to be transferred.

At the time of the initial investment, the City transferred approximately \$18 million (market value at Dec 31/21 - \$19.6 million) of general funds and \$25 million (market value at Dec 31/21 - \$36.8 million) of the Citizens' Prosperity Trust Funds to the Prudent Investor regime.

The review of the IPS must consider the adequacy of funding for capital works, the City's ability to reduce other spending, and the flexibility of the time frame to payout and sensitivity of loss.

Based on the capital funding requirements for 2022 retaining this balance as MNRI (money not required immediately) will still allow for adequate funds for capital works in 2022. As well in reviewing the funds required for the upcoming expected obligations for the next 24 months, it is expected that the City will have the ability to meet current obligations even if revenues are impacted by COVID. Also, it is expected that this time, that the City has flexibility based on current funding levels for payouts required. The sensitivity to loss is reduced due to the City's capital plan which spreads capital spending across several years. A portion of the funds are held in a High Interest Savings Account which gives the City access to the funds if needed.

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

Risk analysis: The risk associated with this report is low.

Communication Plan/Notice By-law Requirements: bylaw and public notice

INVESTMENT POLICY STATEMENT

FOR

THE CITY OF KENORA (the “Municipality”)

APRIL ~~19XX~~, 2022

Commented [KT1]: Update

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The City of Kenora

Investment Policy Statement

OVERVIEW

Municipalities that are subject to the *Municipal Act, 2001* (the “**Act**”) have no general power to invest money. Such powers must be found either in express provisions of the Act or by necessary implication.

Historically, municipalities that are subject to the Act had very limited express investment powers under section 418 of the Act. Section 418 continues to apply to all municipalities that are subject to the Act unless they elect to pass a by-law pursuant to the new section 418.1. Section 418 of the Act provides that “money that is not required immediately” can only be invested in securities prescribed by the Province in O. Reg. 438/97 (the “**Regulation**”). These prescribed securities are generally referred to as the “Legal List Securities” and are included in Part I of the Regulation.

Effective January 1, 2019, the new section 418.1 of the Act came into force. Section 418.1 provides that “money that is not required immediately” can be invested under that section in any security, provided that in making the investment the municipality exercises the care, skill, diligence and judgment that a prudent investor would exercise in making the investment. If a municipality elects to pass a by-law under section 418.1, the effect will be that its “money that is not required immediately” must be invested in accordance with the prudent investor regime. The rules, conditions and procedures that apply to investments under section 418.1 are set out in Part II of the Regulation.

Investing “money that is not required immediately” (MNRI) in Legal List Securities or in accordance with the prudent investor regime are mutually exclusive alternatives. That is to say, section 418 does not apply to a municipality that has adopted the prudent investor regime under section 418.1.

Every municipality, regardless of whether section 418 or 418.1 applies to it, has MNRI and also money that is required immediately (MRI). Municipalities retain the management and control of their MRI. The Act does not include any express provisions that deal with the investment of MRI. However, it is consistent with prudent practice to invest such money until it is actually spent, in order to preserve the capital value of that money. Accordingly, it is necessarily implied that a municipality has the power to invest such money on a short-term basis. Because the Act is silent as to how municipalities are to deal with MRI and because of the historical investment powers under the Act, a conservative approach is to invest MRI in appropriate Legal List Securities.

Municipalities that elect to pass a by-law pursuant to the new section 418.1 include in their investment policy (i) the basis upon which they distinguish between MNRI and MRI, and (ii) principles governing the investment of each category of money. This Investment Policy Statement (IPS) is intended to respond to the foregoing requirements

1. GLOSSARY AND DEFINITIONS

The following capitalized terms are defined terms which have the meanings set out below:

Act: means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended from time to time.

Agent: means any administrator, Custodian, payment servicer, portfolio manager, investment counsel, consultant, banker, broker, dealer or other service provider engaged or appointed by ONE JIB and authorized by ONE JIB to exercise any of the functions of ONE JIB pursuant to a written agreement, in the manner and to the extent provided in the Regulation and without limiting the generality of the foregoing, Agent includes ONE Investment.

Asset Class: An asset class is a specific category of assets or investments, such as cash, fixed income, equities, alternative investments, real estate etc.

Asset Mix (or Asset Allocation): means the proportion of each asset class in a portfolio. Asset classes include bank deposits, money market securities, bonds and equities, among other things.

Authorizing By-law: means a by-law of a Founding Municipality which authorizes: (i) the entering into of the Initial Formation Agreement; (ii) the establishment of ONE JIB; (iii) the approval of the Client Questionnaire and the adoption of the IPS; and (iv) the entering into of the ONE JIB Agreement.

Benchmark: means an index that is representative of a specific securities market (e.g. the S&P/TSX Composite Index, the FTSE/TMX 91 Day T-bill Index, etc.) against which investment performance can be compared. Performance benchmarks refer to total return indices in Canadian dollar terms.

CFA Institute: refers to the global, not-for-profit professional association that administers the Chartered Financial Analyst (CFA) and the Certificate in Investment Performance Measurement (CIPM) curricula and examination programs worldwide, publishes research, conducts professional development programs, and sets voluntary, ethics-based professional and performance reporting standards for the investment industry.

Credit Risk: means the possibility of a loss resulting from a borrower's failure to repay a loan or meet contractual obligations. That is, the risk that a lender may not receive the owed principal and interest.

Custodian: means a specialized financial institution that is responsible for safeguarding a municipality's investments and is not engaged in "traditional" commercial or consumer/retail banking. Global custodians hold investments for their clients in multiple jurisdictions around the world, using their own local branches or other local custodian banks ("sub-custodians" or "agent banks").

Derivative: A derivative is a contract between two or more parties whose value is based on an agreed-upon underlying financial asset (like a security) or set of assets (like an index). Common underlying instruments include bonds, commodities, currencies, interest rates, market indexes, and stocks.

Environmental, Social and Governance (ESG) Investing: means considering and integrating ESG factors into the investment process, rather than eliminating investments based on ESG factors alone. Integrating ESG information can lead to more comprehensive analysis of a company.

External Portfolio Managers: means external third-party investment management firms whose investment offerings are accessed by ONE JIB directly or through services provided to a Pooled Fund. External Portfolio Managers are agents authorized by ONE JIB in accordance with Part II of the Regulation.

Interest Rate Risk: refers to the possibility that the value of a bond or other fixed- income investment will suffer as the result of a change in interest rates. Interest rate risk can be managed to help improve investment outcomes.

Internal Controls: means a system of controls that may include authorities, policies, procedures, separation and segregation of duties, compliance checks, performance measurement and attribution, reporting protocols, measures for safekeeping of property and data, and the audit process.

Investment Plan: means the investment plan applicable to the Long-Term Funds investments and adopted by ONE JIB under the Regulation, as it may be amended from time to time.

Investment Policy Statement (IPS): means the investment policy applicable to the Municipality's investments adopted and maintained by the Council of the Municipality for Long-Term Funds under the Regulation, and for Short-Term Funds, as the same may be amended from time to time. The IPS may also apply to the money and investments held by the Municipality for the benefit of persons other than the Municipality itself and may make reference to source(s) of money in which the Municipality may have an indirect interest but which the Municipality has no authority to invest.

JIB: is short for Joint Investment Board and means a joint municipal service board that is established under section 202 of the Act by two or more municipalities for the purposes of Part II of the Regulation.

Legal List Securities: means the securities and other investments and financial instruments that are included from time to time in Part I of the Regulation.

Leverage: means an investment strategy of using borrowed money—specifically, the use of various financial instruments or borrowed capital—to increase the potential return of an investment. Typically leverage also tends to increase investment risks.

Local Distribution Corporation or LDC: means a corporation incorporated under section 142 of the *Electricity Act, 1998*.

Long-Term Funds: means money that the municipality has defined as long-term and characterized as money that is not required immediately by the Municipality as described in section 5.2. Monies that are Long Term Funds will be invested in accordance with the Prudent Investor Standard.

Modern Portfolio Theory: means a theory of portfolio management that looks towards the portfolio as a whole, rather than towards the prudence of each investment in the portfolio. This is found in the CFA Institute Standards of Practice Handbook.

Municipality: means the City of Kenora.

ONE JIB: means ONE Joint Investment Board, established by certain founding municipalities under section 202 of the Act as a JIB for purposes of Part II of the Regulation, which is the duly appointed JIB for the Municipality, as constituted from time to time and which acts in accordance with the Act, the Regulation, the ONE JIB Agreement, including the Terms of Reference, this IPS and the Investment Plan.

ONE JIB Agreement: means the agreement effective as of July 2, 2020, entered into in accordance with the requirements of the Regulation, pursuant to which ONE JIB has control and management of the Municipality's Long-Term Funds.

Outcome: in the context of the municipality's IPS the word 'outcome' is used interchangeably with 'solutions'. Investment outcomes are a set of investment allocations with varying risk/return characteristics. The outcomes assigned to each investor are intended to reflect the needs and circumstances of the municipality. MNRI may be invested into several outcomes based on the characteristics of the municipality's accounts/reserves and its saving and spending needs.

ONE JIB's Outcome Framework: a set of Investment Outcomes designed by the ONE JIB to categorize the potential goals of investing MNRI. Each Outcome has a unique Asset Allocation with risk/return characteristics that are aligned with the intended use of the funds assigned to the outcome.

Participating Municipality: means from time to time each of the municipalities for whom ONE JIB acts as the JIB under the terms of the ONE JIB Agreement.

Pooled Fund: means a unit trust established under a trust instrument, generally not available to the public, in which institutional, sophisticated or high net worth investors contribute funds that are invested and managed by an External Portfolio Manager. Funds are pooled or combined with funds of other investors.

Portfolio: means any collection of funds that are grouped together and required for specific purposes.

Proxy Voting: means a legal transfer to another party of a shareholder's right to vote thereby allowing shareholders who cannot attend meetings to participate. External Portfolio Managers usually vote proxies on behalf of their clients.

Prudent Effective Date: means July 2, 2020, the date on which the prudent investor regime applies to the Municipality.

Prudent Investor Standard: means the standard that applies when the Municipality invests money that it does not require immediately under section 418.1 of the Act. It requires the Municipality to exercise the care, skill, diligence and judgment that a prudent investor would exercise in making such an investment and the standard does not restrict the securities in which

the Municipality can invest. The Prudent Investor Standard makes use of Modern Portfolio Theory and applies the standard of prudence to the entire portfolio in respect of the Municipality's Long-Term Funds rather than to individual securities. It identifies the fiduciary's central consideration as the trade-off between risk and return as found in the CFA Institute Standards of Practice Handbook.

Regulation: means Ontario Regulation 438/97.

Risk: means the uncertainty of future investment returns.

Risk Tolerance: means the financial ability and willingness to absorb a loss in return for greater potential for gains.

Securities Lending: means loaning a security to another market participant. The borrower is required to deliver to the lender, as security for the loan, acceptable collateral with value greater than the value of the securities loaned. The Securities Lending program is managed by the Custodian on behalf of investors. A Securities Lending program is widely used by institutional investors to generate additional marginal returns on the total portfolio.

Short-Term Funds: means money that is required immediately by the Municipality as described in section 5.1 and which remains under the control and management of the Municipality. The funds can be invested in appropriate Legal List Securities.

Sinking Fund: means a fund established to fulfil the requirements to make annual contributions in respect of various debenture issues wherein money is to be regularly set aside for the payment of the principal of the debentures at maturity.

Sinking Fund Required Contributions (Annual Sinking Fund Requirement): means the amount of money to be set aside each year for deposit into a sinking fund or a retirement fund, as applicable, for each sinking fund and term debenture issue in accordance with the Municipality's debenture by-laws.

Sinking Fund Required Earnings: means the investment earnings needed for the Sinking Fund Contributions to continue to grow to a value sufficient to repay the principal at maturity for each issue of sinking fund and term debentures.

Sinking Fund Excess Earnings: means the investment earnings in excess of the required earnings.

2. PURPOSE AND LEGISLATIVE FRAMEWORK

2.1 Purpose of Policy

This IPS governs the investment of the Municipality's MNRI and MRI. It is intended, among other things, to direct the Manager of Finance/Treasurer in the investment of MRI and to direct ONE Joint Investment Board (ONE JIB) in the investment of MNRI by implementing the Authorizing By-law #37-2021 pursuant to which the Municipality authorized the establishment of guidelines for the prudent management of the Municipality's MNRI pursuant to section 418.1 of the Act.

In addition to the Municipality's MRI and MNRI, the Municipality is from time to time entrusted with the management of money and investments for a third-party beneficiary ("third-party trust funds").

There are also source(s) of money in which the Municipality may have an indirect interest but which the Municipality currently has no authority to invest. Such source(s) of money, referred to in this IPS as "designated funds", are listed in Schedule A attached hereto. The designated funds are identified in this IPS for the sole purpose of enabling the Municipality to better see, on an aggregated basis, the various financial assets in which the Municipality has an interest. The Municipality is not responsible for the investment activities or performance of designated funds.

The goals of this IPS are to:

- Define and assign responsibilities for investment of MRI and MNRI;
- Describe the Municipality's responsibilities with respect to third-party trust funds and designated funds
- Ensure compliance with the applicable legislation;
- Direct ONE JIB as to the Municipality's investment goals and risk tolerance;
- Provide guidance and limitations regarding the investments and their underlying risks;
- Establish a basis of evaluating investment performance and the underlying risks; and,
- Establish a reporting standard to Council.

This IPS applies to employees of the Municipality, to ONE JIB and to the employees of ONE Investment. ONE JIB, the Manager of Finance/Treasurer, and any agent or advisor providing services to ONE JIB in connection with the investment of the portfolio shall accept and strictly adhere to this IPS.

2.2 Governing Legislation

Investments of MRI will, in accordance with this IPS, only be made in Legal List Securities.

Investments of MNRI are governed by the Prudent Investor Standard in accordance with Section 418.1 of the Act. This standard is similar to that which governs trustees and pension fund administrators and creates a fiduciary responsibility. Prudent investment in

compliance with the Act and the Regulation enhances the potential for the Municipality to earn improved risk-adjusted rates of return.

Money and investments that the Municipality holds as third-party trust funds or has an interest in as designated funds will be subject to applicable legislation and any related agreements or instruments.

The Act provides that the Municipality must consider the following criteria in planning investments of MNRI, in addition to other criteria relevant to the circumstances:

- General economic conditions;
- The possible effect of inflation or deflation;
- The role that each investment plays within the Municipality's total portfolio of investments;
- The expected total return from income and the appreciation of capital; and
- Needs for liquidity, regularity of income and preservation or appreciation of capital.

2.3 Prudent Investor Standard

For MNRI, the standard to be used by the Municipality and ONE JIB shall be the Prudent Investor Standard as required by section 418.1 of the Act and Part II of the Regulation in the context of managing the Municipality's MNRI and investments thereof. Investments shall be made with the care, skill, diligence, and judgment, taking into account the prevailing circumstances that persons of prudence, discretion and integrity would exercise in the management of investments, considering the necessity of preserving capital as well as the need for income and appreciation of capital. The Act includes a duty to obtain the advice that a prudent investor would obtain under comparable circumstances.

As well, the Prudent Investor Standard makes use of Modern Portfolio Theory, which looks towards the portfolio as a whole, rather than towards the prudence of each investment in the portfolio.

Officers, employees and investment agents acting in accordance with written procedures and the IPS and exercising due diligence shall take all necessary actions to optimize performance of investments on a portfolio basis, taking into account the prescribed risk and other parameters set out in this IPS and market factors. The Municipality's staff acting in accordance with written procedures and this IPS, shall be relieved of personal responsibility for an investment's performance, provided underperformance relative to expectations is reported to Council and the liquidation or sale of investments is carried out in accordance with this IPS.

3. MONEY REQUIRED IMMEDIATELY AND MONEY NOT REQUIRED IMMEDIATELY

3.1 Determination of MNRI and MRI

Determination of the Municipality's MNRI is the responsibility of Council. In making the determination, Council may consider:

- the time horizon within which the monies are needed to meet financial obligations;
- the purpose for which the monies have been collected or set aside and are to be used;
- the source of the money; or
- any combination of the foregoing

The Municipality's MNRI will be comprised of money that is to be used to meet financial obligations that become due more than 24 months from the date of receipt of such money by the Municipality.

For certainty, all money and investments of the Municipality that have not been identified as MNRI (other than third-party trust funds and any designated funds referenced in Section 2.1) shall be deemed for purposes of this IPS to be MRI.

Determination of the Municipality's MNRI and MRI may be modified at any time and from time to time by action of Council and with respect to specific funds by the Manager of Finance/Treasurer in accordance with the provisions of Section 6.2.

Any changes in this IPS regarding the Municipality's MNRI and MRI must be communicated immediately in writing to ONE JIB.

3.2 Overview of Portfolios

The Municipality's portfolios represent funds required for specific purposes. A high-level description of each of these portfolios and their objectives is provided in Section 5 below. This IPS applies to the following money of the Municipality, its agencies, boards and commissions including:

- MRI which is invested in Legal List Securities; and/or
- MNRI which is invested under the Prudent Investor Standard.

4. ROLES AND RESPONSIBILITIES

4.1 Role of ONE JIB

ONE JIB has been appointed by the Municipality in accordance with the requirements of the Act and the Regulation and on the terms and conditions set out in the ONE JIB Agreement (Appendix I).

ONE JIB exercises control and management of the Municipality's MNRI and the investments made by it in accordance with the objectives and risk tolerance established in this IPS.

Among the responsibilities of ONE JIB are the following:

- Reviewing this IPS;
- Adopting and maintaining an Investment Plan that complies with this IPS;

- Engaging External Portfolio Managers, Custodians, administrators and other investment professionals (Agents);
- Allocating the money and investments under its control and management among External Portfolio Managers;
- Monitoring the performance of the Agents; and,
- Reporting to the Municipality.

The foregoing is subject to the more detailed terms and conditions contained in the ONE JIB Agreement.

4.2 Role of Municipal Staff

This IPS is approved and adopted by Council with input from the Manager of Finance/Treasurer, and from ONE JIB with respect to MNRI. MRI of the Municipality, and any third-party trust funds referenced in Section 2.1, remain under the control and management of the Manager of Finance/Treasurer.

Consistent with this IPS, the Manager of Finance/Treasurer is responsible for the implementation of the investment program and the establishment of investment procedures which shall include:

- Investment management of MRI and any third-party trust funds referenced in Section 2.1 by, or under the direction of, the Manager of Finance/Treasurer;
- The deposit or withdrawal of MNRI, under the explicit delegation of authority regarding MNRI, and the investment thereof, to ONE JIB, which is responsible for the control and management of such funds and investments; and,
- A system of controls exercised by the Manager of Finance/Treasurer to regulate the activities of subordinate officials.

No person including, without limitation, ONE JIB, may engage in an investment transaction except as provided under the terms of this IPS.

In the management of MRI of the Municipality, and any third party trust funds referenced in Section 2.1, the Manager of Finance/Treasurer may engage one or more agents and service providers. ONE Investment can assist with the investment of the Municipality's MRI, in Legal List Securities, and with the investment of third-party trust funds, in accordance with the terms of the applicable trust, if permitted, at the request of the Municipality.

4.3 Ethics and Conflicts of Interest

Individuals who are responsible for the City of Kenora's Short-Term Portfolio shall comply with the City of Kenora's conflict of interest guidelines and the relevant sections of the CPA Code of Professional Conduct.

ONE JIB, in its capacity as a joint municipal service board, in addition to being a local board of each member Municipality is subject to a Code of Conduct as required by the Municipal Act, 2001 (the "Act"). This Code of Conduct applies to the Chair and the other Members of ONE JIB acting in their capacity as Members of ONE JIB.

5. INVESTMENT

5.1 MRI: Short-Term Funds

The Municipality's MRI is described in this IPS as Short-Term Funds. Short-Term Funds consist of money needed to meet the short-term financial obligations of the Municipality and are controlled and managed by the Manager of Finance/Treasurer.

5.1.1 Short-Term Funds: Investment Objectives

The main focus of the investment of Short-Term Funds is cash management, and the interest income generated by the investment of these funds contribute to municipal revenues.

Capital preservation is the paramount objective for short-term investments, and these investments need to be highly liquid. Consequently, only high quality, short-term investments that are also Legal List Securities will be held in this portfolio. The Municipality may invest in fully liquid money market securities and deposit accounts. The Municipality aims to maximize returns subject to the constraints set out in Part I of the Regulation, as amended from time to time, with a view to preserving capital and to further manage risk through diversification by issuer and credit quality.

5.1.2 Short-Term Funds: Eligible Investments

Short Term Funds may be invested in high quality, short-term investments that are also Legal List Securities available from banks, dealers and other financial institutions. Investments issued or guaranteed by approved institutions will be permitted by this Policy, as deemed eligible by Ontario Regulation 438/97 or as authorized by subsequent provincial regulations. Investments will be limited to securities issues maintaining a minimum credit rating by an appropriate credit rating agency.

Eligible investments include the following offerings by ONE Investment:

- ONE Investment High Interest Savings Account;
- ONE Investment Money Market Portfolio; and,
- ONE Investment Canadian Government Bond Portfolio

Investment in the foregoing is subject to the Municipality entering into the prescribed Agency Agreement with LAS and CHUMS.

The investment objectives for short term funds, ranked in priority, are as follows:

a) Security of Principal

The primary objective for MRI is to ensure the security of principal. To minimize the risk of loss, investments shall be subject to minimum credit ratings and shall be diversified by maturity, type of investment and issuer. Investing activities will be reviewed on a regular basis as actual, revised and forecasted operating and capital plans are completed.

Maturity dates should be staggered so that investment cash inflows occur throughout the year.

b) Liquidity Requirements

Liquidity is measured by the ease with which securities can be converted to cash to meet forecast spending. The investments that are eligible under Ontario's Eligible Investments and Related Financial Agreements Regulation possess different features and thus market prices will vary depending on market conditions, as well as the particular features of the type of investment.

To ensure adequate liquidity, the Municipality's investments shall be diversified by holding securities of various terms to maturity and by various types of investments and issuers and to the extent possible, the term of such investments shall match the forecasted requirements for such funds to meet expenditures.

c) Rate of Return

The Municipality's funds shall be invested to maximize the rate of return within acceptable risk levels while respecting the security of principal, legal constraints and the adequate liquidity needs of each investment portfolio.

The composition of each portfolio, including its term to maturity and type of investments, shall be adjusted within the guidelines of this Policy to take advantage of market opportunities. Such changes shall be made with the periodic interest rate outlook and target portfolio structure approved by the Treasurer.

5.2 MNRI: Long-Term Funds

The Municipality's MNRI is described in Section 3.1 as Long-Term Funds. In accordance with the ONE JIB Agreement and this IPS, ONE JIB has exclusive control and management of the Long-Term Funds and the investments made therewith.

From time to time, the Municipality may require money immediately to meet financial obligations and may require ONE JIB to liquidate one or more investments in order to generate money to pay those obligations. ONE JIB will select the investment(s) to be liquidated. The timing of such liquidation will be determined by ONE JIB in consultation with the Manager of Finance/Treasurer.

5.2.1 Long-Term Funds: Investment Objectives

In setting the objectives noted below, the Municipality has taken into account the following considerations:

- Preservation of capital;
- Adequate liquidity that takes into account the needs of financial obligations and reasonably anticipated budgetary requirements;
- Diversification by asset class, market, sector, issuer, credit quality and term to maturity;
- Income and capital appreciation; and,

- Macro risks, such as inflation, economic growth and interest rates.

The municipality's Investment objectives for its Long-Term funds (MNRI) can be achieved via allocations to the Outcomes defined within the ONE JIB's Outcome Framework. A summary of this framework is described in Table 1 below.

Table 1:

Outcome Category	Outcome Strategy	Objective	Risk Tolerance, Liquidity	Investment Horizon
Cash	Cash	Preservation of Capital	Low risk; high liquidity	< 3 years
Stable Return	Stable Return	Income Generation; To generate returns to fund recurring needs	Moderate risk with emphasis on growth and stable returns, regular liquidity	> 5 years (Perpetual)
Contingency	Contingency	Contributions for unexpected and infrequent events	Higher risk; emphasis on longer-term capital growth with some liquidity	> 5 years (Perpetual)
	Asset Mgt Reserves	Contributions to generate returns to fund asset management reserves	Higher risk; emphasis on longer-term capital growth with some liquidity	> 10 years (Perpetual)
Target Date	Target Date 3-5 yrs	Preservation of capital	Low risk; high liquidity	3 – 5 years
	Target Date 5-10 yrs	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Moderate risk, liquid	5 – 10 years
	Target Date 10+ yrs	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Higher risk, emphasis on long-term inflation-adjusted growth	> 10 years

Outcome Category	Outcome Strategy	Objective	Risk Tolerance, Liquidity	Investment Horizon
Cash	Cash	Preservation of capital	Low risk; high liquidity	< 3 years
Stable Return	Stable Return	Income generation: To generate returns to fund recurring needs	Moderate risk with emphasis on growth and stable returns, regular liquidity	> 5 years (Perpetual)
Contingency	Contingency	Contributions for unexpected and infrequent events	Higher risk, emphasis on longer-term capital growth with some liquidity	> 5 years (Perpetual)
	Asset mgt reserves	Contributions to generate returns to fund asset management reserves	Higher risk, emphasis on longer-term capital growth; low liquidity	> 10 years (Perpetual)
Target Date	Target Date 3-5 yrs	Preservation of capital	Low risk; high liquidity	3 - 5 years
	Target Date 5-10 yrs	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Moderate risk, liquid	5 - 10 years
	Target Date 10+ yrs	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Higher risk, emphasis on long term inflation-adjusted growth	> 10 years

Commented [KT2]: Colin do we want to insert AODA version

Investment of Long-Term Funds is managed by ONE JIB, which balances expected investment risks and returns to generate asset mixes that create outcomes to meet the Municipality’s needs and risk tolerances. Risk mitigation is achieved primarily through the diversification of investment types. For example, assets will be invested in a mix of fixed income, equity, and other investments in order to help balance volatility and returns. Returns have an impact on revenues, as well as a longer-term impact on future years’ budgets and should, at a minimum, keep pace with inflation. To the extent possible, the Long-Term Funds’ investment horizons are aligned with the Municipality’s obligations and cash flow requirements and may consist of liquid and non-liquid securities based on future cash flow requirements.

5.2.2 Long-Term Funds: Eligible Investments

Eligible investments for Long-Term Funds include any Pooled Fund or other collective investment vehicle or institutional investment management product sponsored or managed by ONE Investment for the Prudent Investment Program (Prudent Investment Offering), provided always that the products and the selection of products comply in all material respects with the IPS and that the ONE JIB has approved them as part of the municipality’s investment plan.

Additionally, nothing in this IPS prevents Long-Term Funds from being held in cash, short term money market instruments, or overnight deposits.

Commented [KT3]: This section has been changed.

5.2.3 Long-Term Funds: Sinking Funds

N/A

5.2.4 Long-Term Funds: Local Distribution Corporation (LDC) Securities

The direct investment in LDC shares and/or promissory notes, as may be applicable, prior to July 2, 2020, shall be permitted and included as part of the Long-Term Funds/MNRI held by ONE JIB. Specific details of this investment shall be approved by Council in its sole and absolute discretion, and ONE JIB shall adhere to all terms and conditions as directed. More specifically, ONE JIB shall be prohibited from selling, transferring, assigning, or pledging the LDC shares.

LDC shares are considered restricted, special assets and remain in the custody of the City of Kenora. LDC shares are to be reviewed as separate standalone investments with the subject matter expertise and administrative functions remaining under the purview of the City of Kenora. Council retains direct, de facto control of the LDC shares and ONE JIB shall adhere to all terms and conditions as directed. More specifically, Council controls all acquisition and disposition decisions related to current and future LDC assets. Any voting related to LDC shares will be undertaken solely by the City of Kenora.

The investment in LDC shares will not be included in calculations regarding asset mix/allocations or other constraints that apply to the Long-Term Funds.

~~The City of Kenora did not have any LDC securities as of July 2, 2020.~~

~~5.2.5 Long-Term Funds: City of Kenora debt~~

~~Debt required by the City for capital projects has been issued internally to the Citizens Prosperity Trust Fund. These investments will be included as part of the Long-Term Funds. ONE JIB will be prohibited from selling the debentures without the consent of the Municipality.~~

5.3 Third-Party Trust Funds and Designated Funds

In addition to the Municipality's own money, the Municipality is from time to time entrusted with third-party trust funds, and the Municipality's responsibilities and obligations with respect thereto may be subject to other legislation and governed by other agreements and instruments. To the extent that there is any conflict or inconsistency between the provisions of this IPS and the terms and conditions contained in such other legislation, agreements or instruments applicable to third-party trust funds, the latter shall prevail.

The Municipality's third-party trust funds and the designated funds are listed in Schedule A.

For certainty, the third-party trust funds and the designated funds are not MNRI of the Municipality, and such funds are not under the control or management of ONE JIB.

Commented [KT4]: Update the date

Formatted: WFNuSty2 Cont 2

Commented [KT5]: I think this section gets removed since you are now using TD financing instead of using CPTF for debt financing.

5.4 Investment Management

5.4.1 *Investment Management of Short-Term Funds*

The investment of Short-Term Funds shall be controlled and managed by the Manager of Finance/Treasurer.

5.4.2 *Investment Management of Long-Term Funds*

The investment of Long-Term Funds shall be controlled and managed by ONE JIB in accordance with this IPS. An investment advisor shall be retained by ONE JIB to define and manage the asset allocation using External Portfolio Managers.

Competent External Portfolio Managers shall be appointed by ONE JIB and they shall enter into an agreement with ONE Investment that complies with this IPS and Part II of the Regulation and provide compliance and performance reports. In accordance with the applicable regulatory requirements, ONE JIB shall make any External Portfolio Manager changes deemed in the best interest of the Municipality. For each External Portfolio Manager, ONE Investment shall agree on a set of operational guidelines including constraints, discretion limits, diversification and quality standards, and performance expectations, which are documented in each External Portfolio Manager's guidelines.

5.5 Transition to Prudent Investor Regime

The MNRI of the City of Kenora includes a portfolio of bonds that have been pledged to the ONE JIB and held in a custodial account associated with the ONE JIB. This portfolio of bonds reflects balances of the Citizens Prosperity Trust Fund that totalled \$4.64 million as at December 31, 2021. Proceeds from any maturities of these bonds or coupon interest received will be transitioned into ONE Investment Prudent Investor funds or ONE HISA by ONE Investment accruing to the City's Investment Plan. The liquidation of this bond portfolio and transition of the proceeds into ONE Investment Funds/ONE HISA can be accelerated, as directed by the City at any time.

Commented [KT6]: New section added for completeness – the transition is actually ongoing!

5.6 Investment Constraints

5.6.1 *Environmental, Social and Governance (ESG) Investing*

The City believes that well-managed companies are those that demonstrate high ethical and environmental standards and respect for their employees, human rights, and the communities in which they do business, and that these actions contribute to long term financial performance.

The City of Kenora supports ESG investing for Short-Term and Long-Term Funds. The Manager of Finance/Treasurer is required to invest in instruments that support responsible ESG principles, where appropriate.

For the investment of Long-Term Funds, ONE JIB is required to explore how External Portfolio Managers are implementing responsible investing principles at the time of hiring and during periodic reviews. It may report on results periodically, if requested.

Accommodating specific ESG considerations may not be possible either due to availability or to costs.

5.6.2 *Securities Lending*

For the investment of Short-Term Funds, securities lending is permitted through ONE Investment Program investments only.

For the investment of Long-Term Funds, the Municipality may invest in pooled funds, and other investment funds that are controlled by an External Portfolio Manager who may engage in Securities Lending if the policies of the External Portfolio Manager that apply to such pools permit such an action.

5.6.3 *Derivatives*

Derivatives may not be used for speculative purposes. They may be used for the investment of Long-Term Funds where they are fully covered by a backing asset, e.g., as for currency or other hedging, to change portfolio duration or in covered call strategies.

5.6.4 *Use of Leverage*

Nothing in this IPS prevents the use of leverage, provided it is prudent to do so. Leverage is inherent in the use of certain types of investment strategies and instruments. Where leverage is employed, ONE JIB (for MNRI) and the Manager of Finance/Treasurer (for MRI) shall have in place monitoring procedures to manage overall exposure to any counterparty and in the aggregate Leverage is not a strategy currently employed by ONE JIB but may be considered at a later date.

5.6.5 *Pooled Funds*

All investment strategies may be pursued directly through holdings of corporate and government issuers and indirectly via pooled funds and investment funds or any combination thereof. The investment strategies may also include allocations to cash or short-term investment vehicles.

5.6.6 *Currency Hedging*

The Short-Term Portfolio will not utilize currency hedging.

The Municipality's funding requirements are in Canadian dollars. However, some exposure to foreign currencies in the Long-Term Portfolio is expected and necessary to provide diversification and potentially enhance returns. Therefore, it shall not be a violation of this IPS for investments in global mandates to be unhedged, in whole or in part, where the diversification benefits embedded in the currency exposure are considered to be beneficial or desirable by ONE JIB.

5.6.7 *Prohibited Investments*

Investments in no event may be made in foreign direct investment in countries subject to Canadian or UN economic sanctions.

5.7 Performance Monitoring, Rebalancing and Management

5.7.1 Short-Term Funds

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, direction and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of capital as well as the probable income to be derived. Authorized employees exercising due diligence shall be relieved of personal responsibility for an individual investment's credit risk or market price changes.

The Manager of Finance/Treasurer is responsible for establishing controls for performance monitoring, rebalancing and management of Short-Term Funds, in accordance with this IPS. If an investment is, in the Manager of Finance/Treasurer's opinion, not consistent with the investment objectives set out in this IPS, the Manager of Finance/Treasurer will report the inconsistency to Council within 30 days after becoming aware of the inconsistency, and corrective action will be taken.

5.7.2 Long-Term Funds

For the investment of Long-Term Funds, each account's asset mix will be monitored on a periodic basis by ONE JIB. Should the asset mixes deviate outside the ranges set out in the Investment Plan, the account will be rebalanced as soon as practicable taking into consideration variations in market liquidity and the investment objectives. Cash inflows /outflows will be used to rebalance as much as possible. If they are insufficient, investments will be sold in a commercially reasonable manner and reallocated as required.

Investments are expected to achieve returns at least equal to their benchmarks measured over a rolling five-year period. ONE JIB shall provide at least annual reporting described in Section 6.7 that demonstrates the Municipality's holdings, declares compliance with this IPS and shows External Portfolio Manager performance.

6. ADMINISTRATIVE POLICIES

6.1 Flow of Funds and Annual Municipal Budget

6.1.1 Transfer to ONE JIB as Part of Budget Process

On an annual basis, as part of the Municipality's budget process, the Municipality shall identify the amount, if any, of Long-Term Funds that it holds. Any Long-Term Funds not already under the control and management of ONE JIB shall be transferred to ONE JIB as soon as practicable.

6.1.2 Transfer to Municipality as Part of Budget Process

On an annual basis, as part of the Municipality's budget process, ONE JIB shall be notified by the Manager of Finance/Treasurer as to the amount, if any, required by the Municipality from the Long-Term Funds then under the control and management of ONE JIB for the Municipality's operational purposes. Such amount shall be deemed to be Short-Term Funds and shall be returned to the Municipality in a lump sum or by way of periodic payments, as directed by the Manager of Finance/Treasurer.

6.2 Flow of Funds Otherwise than through the Budget Process

6.2.1 Surplus Funds

The Short-Term Funds capture revenues received by the Municipality during each year after the approval of the Municipality's budget for the year. Any amounts deemed to be surplus by the Manager of Finance/Treasurer at any such time during the year shall be transferred to ONE JIB to be under its management and control as Long-Term Funds. Amounts so transferred will be recorded annually in the Investment Plan and allocated by ONE JIB in accordance with the Investment Plan.

6.2.2 Contingencies

The Manager of Finance/Treasurer is authorized, from time to time after the approval of the Municipality's budget, to direct ONE JIB to return any amounts determined by the Manager of Finance/Treasurer to be required to meet expenditures for unexpected contingencies not anticipated by the Municipality's budget in force for that year, provided however that the aggregate of the amounts to be returned to the Municipality under this Section 6.2.2 during the year shall not exceed 25% of the Long-Term Funds under the control and management of ONE JIB as at the date that the Municipality approved its budget for the year (the Budgeted Long-Term Funds). In determining the Budgeted Long-Term Funds for purposes of calculating the 25% limit, any Long-Term Funds to be transferred to the control and management of ONE JIB in accordance with that year's budget pursuant to Section 6.1.1 shall be included and any amount to be returned by ONE JIB to the Municipality pursuant to Section 6.1.2 shall be excluded.

6.3 Valuation of Investments

Investments shall be valued according to the values provided by the Custodian(s). For the investment of Long-Term Funds, values of unitized vehicles shall be valued according to the unit values published daily by the Custodian. Other investments shall be valued at their market value when that is available from regular public trading. If a market valuation of an investment is not available, then a fair value shall be supplied by the External Portfolio Manager to the Custodian no less frequently than quarterly.

6.4 Voting Rights

Subject to the provisions of Section 5.2.4 with respect to LDC securities, where External Portfolio Managers have been appointed, such External Portfolio Managers shall assume the responsibility of exercising voting rights and will report their voting policies to ONE JIB annually. The Municipality may access these policies at any time.

6.5 Internal Controls

The Manager of Finance/Treasurer shall establish an annual process of review of all investments made under this IPS. This review will provide internal control by assuring compliance with governing legislation and with policies and procedures established by the Manager of Finance/Treasurer. To the extent ONE JIB's input is needed, these requirements will be communicated in advance to ONE JIB.

6.6 Custodians

All investments and assets of the investment portfolios shall be held by a Custodian and any of the Custodian's sub-custodians or nominees. For Long-Term Funds, the Custodian shall be acceptable to ONE Investment. For Short-Term Funds the Custodian shall be acceptable to ONE Investment if ONE Investment is administering the investment of the Municipality's Short-Term Funds, otherwise the Custodian shall be acceptable to the Municipality.

6.7 Reporting

6.7.1 Short-Term Funds

For the investment of Short-Term Funds, the Manager of Finance/Treasurer shall report at least annually to Council, such report to be in such form and contain such content as Council may request. The report to Council shall include investment performance during the period covered and such other information as required under regulation and as the Manager of Finance/Treasurer may consider to be pertinent.

6.7.2 Long-Term Funds

The Regulation provides that ONE JIB shall submit an investment report to Council in respect of the investment of Long-Term Funds at least annually. Such report shall include the following.

- Investment performance during the period covered by the report;
- Asset mix of the total portfolio;
- A listing of individual investments held at the fund level at the end of the reporting period showing, where appropriate, their average term to maturity and yield relative to the benchmark, book value, market value, realized/unrealized gains/losses and actual income received;
- Dates of all transactions including the purchase and sale prices;
- A statement by the Manager of Finance/Treasurer as to whether all investments were made in accordance with the IPS and as to whether all investments were made in accordance with the Investment Plan; and
- Any other pertinent information in the opinion of the Manager of Finance/Treasurer.

All securities invested on behalf of the Municipality by ONE JIB or with the assistance of ONE Investment shall be held for safekeeping in the name of the Municipality by a

Custodian, which shall provide monthly reporting showing all securities held, their book values, market values and all income received.

7. APPROVAL, SUBSEQUENT MODIFICATIONS AND EFFECTIVE DATE

7.1 Revocation / Amendment of Previous Investment Policy

As of the effective date of this IPS the previously approved Investment Policy of the City of Kenora is superseded and repealed.

7.2 Modifications to the IPS

At least annually, Council shall review the IPS and update it, if required. In the course of reviewing the IPS, Council may request comments from the Manager of Finance/Treasurer with respect to the investment of Short-Term Funds and from ONE JIB with respect to the investment of Long-Term Funds.

Following the Council's review of the IPS, ONE JIB shall review the Investment Plan and update it, if required.

At a minimum, the annual review will take into account:

- the adequacy of funding for capital works;
- the Municipality's ability to reduce other spending;
- flexibility of the timeframe to payout; and
- sensitivity to loss.

7.3 Effective Date

This IPS is adopted by Council of the Municipality effective ~~April 19, 2022~~ ~~July 2, 2020~~. The ~~Director-Manager~~ of Finance/Treasurer is directed to sign a copy of this IPS to evidence approval and to deliver a copy of this IPS to ONE JIB.

Commented [KT7]: Update the date

Signed by:

~~Director-Manager~~ of Finance/Treasurer

Date

Schedule A

Third-Party Trust Funds and Designated Funds

Third-Party Trust Funds

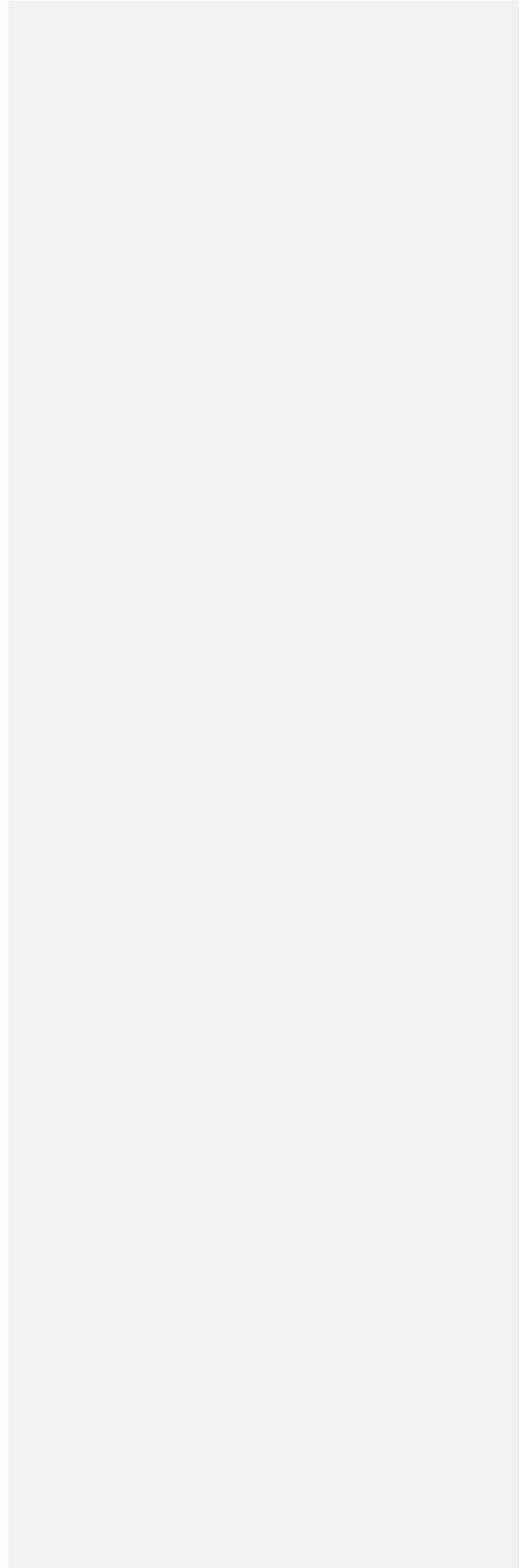
Cemetery land fund	\$9,758 <u>11,055</u>
Cemetery perpetual care fund	677,224 <u>697,812</u>
Inscription fee fund	157,802 <u>166,681</u>
Library	22,451 <u>22,465</u>
Museum	734,193

Commented [KT8]: Please update

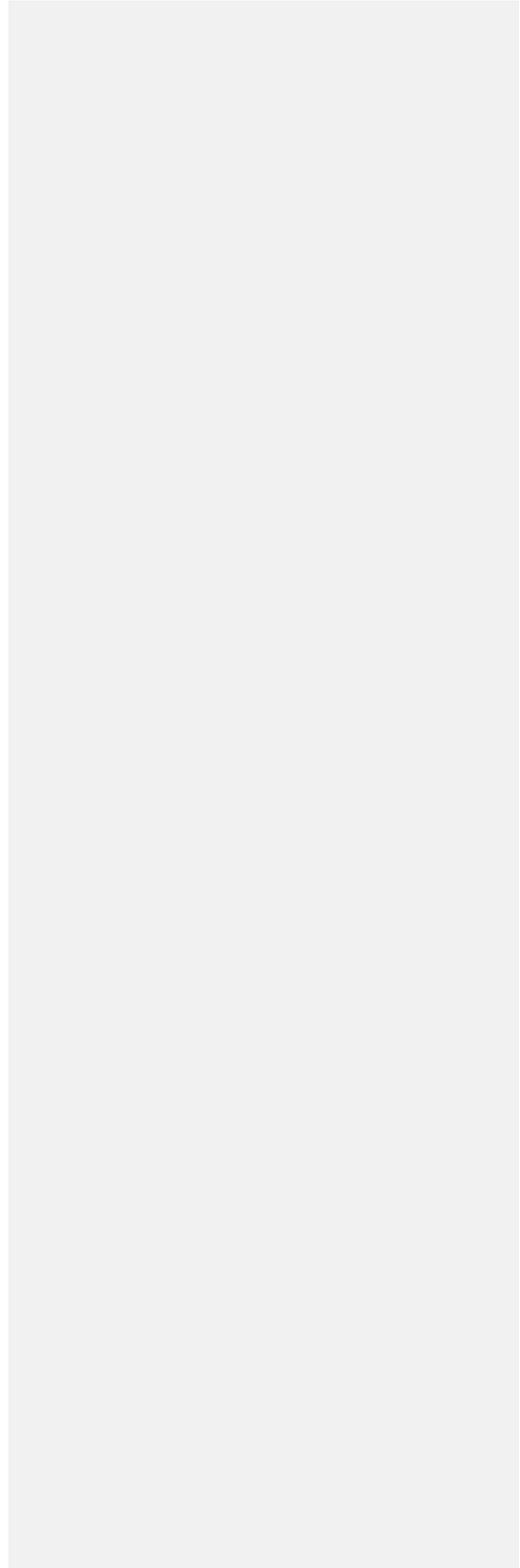
Designated Funds

Listed here for information and tracking purposes only. The Municipality has no authority or responsibility with respect to investment of designated funds. For example, social housing capital reserves of a local housing corporation which are to be invested in the Housing Services Corporation's pooled capital reserve funds managed by Encasa.

Appendix I: ONE JIB Agreement



Appendix II: Investment Policy for Short-Term Funds





March 28, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Charlotte Edie, Director of Finance

Re: February 2022 Financial Statements

Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at February 28, 2022.

Background:

Attached for your information, please find the February 2022 summary expense and user fee statements for the City of Kenora and the Council department. At the end of January, if expenditures were uniform, 16.67% of the budget should be used with 83.33% of the budget remaining.

This report addresses only those departments where there is a significant deviation from the February 2021 report since there are no 2022 budget numbers.

Overall: General Operations

- Expenses at the end of February 2022 were under budget to budget with 88.02% remaining to be spent.
- User fee revenues to the end of February 2022 are under budget with 94.26% left to collect.

Significant differences in the general operations are as follows:

- Winter Control Maintenance – balance is considerably higher than 2021 due to several significant winter events.
- Metered Parking – A theft of coin occurred in January. On the expense side, a vacant position has not been filled.
- General vehicles and equipment – the insurance allocation was posted in January this year, fuel costs are higher than usual due to the winter control activity.
- Pool – Routine repairs were done including a new pump.
- Library and Museum – once the operating budget is passed we will be expensing 1/12 of the approved allocations every month.

Overall: Sewer and water

- Expenses at the end of February 2022 were under budget with 93.44% remaining to be spent.
- User fee revenues to the end of February 2022 are around the budget target with 83.96% left to collect. Revenue accruals have not been set up or reversed.

Overall: Solid Waste

- Expenses at the end of February 2022 were under budget with 91.24% remaining to be spent.
- User fee revenues to the end of February 2022 are under budget with 89.04% to be collected.

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

Strategic Plan or other Guiding Document:

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

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



March 26, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Heather Kasprick, Director of Corporate Services/City Clerk

Re: Elections Sign Bylaw

Recommendation:

That Council gives three readings to a bylaw to adopt a new Elections Sign Bylaw; and further

That in accordance with Notice By-Law Number 144-2007, public notice is hereby given that Council intends to adopt a new Elections Sign bylaw; and further

That bylaw number 30-2018 be hereby repealed.

Background:

The Municipal Elections Act, 1996 S.O. 1996, c. 32, regulates the conduct of municipal and school board elections in Ontario, and sets out roles for municipal clerks and councils. As part of my election process, the Clerk reviews the election sign bylaw every four years to capture changes that may be required to meet new legislation or any issues that may have been addressed in the former election(s).

Several updates in the preamble of legislative authority has been included as well as expanded definitions to address questions we have been posed during former election periods. It further addresses an election sign does not include any election campaign literature (eg: pamphlets and brochures) but does include a billboard election sign, campaign office election sign, third party advertisement and vehicle election sign.

I have included the provision of roundabout in the median strip definition as we did receive challenges in the interpretation of the bylaw in the previous election and therefore it is added to define that signs are not permitted in this area.

There are no substantive changes outside of these areas noted above.

Budget: N/A

Risk Analysis: There is a low risk associated with the adoption of this bylaw as it is in accordance with the Municipal Elections Act.

Communication Plan/Notice By-law Requirements: bylaw adoption, inclusion in candidate information packages

Strategic Plan or other Guiding Document: Administrative only

The Corporation of the City of Kenora

By-law Number ~~30--2018~~

A By-law to Regulate Election Signs in the City of Kenora

Whereas Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Act; and

Whereas Section 9 of the Municipal Act, 2001 provides that Sections 8 and 11 shall be interpreted broadly so as to confer broad authority on municipalities to a) enable municipalities to govern their affairs as they consider appropriate and, b) enhance their ability to respond to municipal issues; and

Whereas Section 11 (3) of the Municipal Act, 2001, provides that a single tier municipality may pass by-laws within the spheres of jurisdiction set out therein, such as structures, fences and signs; and

Whereas subsection 63 (1) of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, provides that a bylaw may prohibit or regulate the placing or standing of an object on or near a highway, and may provide for the removal and impounding or restraining and immobilizing any object placed or standing on or near a highway; and

~~Whereas Section 99 of the Municipal Act, 2001 provides the rules which apply to a by-law of a municipality respecting advertising devices, including signs; and~~

Whereas section 425 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, establishes that any person who contravenes any bylaw of the Corporation of the City of Kenora is guilty of an offence; and

Whereas section 429 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may establish a system of fines for offences under a bylaw of the municipality passed under that Act; and

Whereas section 445 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may make an order requiring a person who has contravened a bylaw or who caused or permitted the contravention, or the owner or occupier of land on which the contravention occurred to do work to correct the contravention; and

Whereas the Corporation of the City of Kenora is of the opinion that the legislative powers under this Bylaw should be delegated to the City Clerk, or his or her designate; and

Whereas the Corporation of the City of Kenora deems it expedient to pass a bylaw to regulate the placement of election signs for federal, provincial and municipal elections and by-elections;

Whereas in accordance with Notice By-law Number 144-2007, public notice of the intention to pass a by-law for this purpose was published;

Now Therefore the Council of the Corporation of the City of Kenora hereby enacts as follows:-

1.0 Application of this Bylaw

1.1 This bylaw applies to all Election Signs placed within the City of Kenora.

2.0 Short Title of this Bylaw

2.1 The short title of this bylaw is the "Election Sign Bylaw"

3.0 Administration of this Bylaw

3.1 The administration of this bylaw is hereby delegated to the City Clerk or his or her delegate.

4.0 Shall is Mandatory

4.05.0 In this bylaw, the word "shall" is always to be construed as mandatory.

5.01. Definitions

5.1 In this By-law, the following terms shall have the meanings indicated:

a) "Act" means the Municipal Act, 2001, S.O. 2001, c. 25, as amended

"Advance Voting Day" means one or more days, held not more than thirty (30) days before Voting Day, that are designated by the City Clerk for electors to cast ballots prior to Voting Day.

"Billboard Election Sign" means an outdoor sign erected and maintained by a person engaged in the sale or rental of the space on the billboard election sign to a candidate or registered third party for the purposes of advertising, promoting, opposing, or taking a position with respect to any candidate or political party, or influencing electors to vote for or against an issue associated with a candidate or political party, or influencing electors to vote for or against any candidate or any question, law or bylaw submitted to the electors.

"Boulevard" means the portion of a street which is not used as a sidewalk, driveway access, travelled roadway, shoulder, median strip or traffic island.

"By-Election" means any election other than a regular election in the case of a municipal election or a general election in the case of a provincial or federal election

a) **"By-law Enforcement Officer"** means a person employed by the City of Kenora for the purpose of enforcing Municipal By-laws

b) **"Campaign Office"** means a building or structure, or portion of a building or structure, which is used by a

Candidate or an agent of a candidate or by a registered third party as part of an election campaign and where a

Candidate's or registered third party's campaign staff is normally present and the public may enter to obtain

information about the candidate or registered third party

"Campaign Office Election Sign" means any sign placed on a campaign office which only displays the name of the candidate in a municipal election, or the name of a candidate and/or the name and/or logo of a political party in a federal or provincial election, or the name of a registered third party in a municipal election, and the location of a candidate's or registered third party's campaign office, and contains no other message

"Canada Elections Act" means the federal statute cited as the Canada Elections Act, S. C. 2000, c.9, as amended.

c) **"Candidate"** means a person who ~~is running~~ has been nominated to run or has expressed an intention to run in a

municipal, provincial or federal election and shall be deemed to include a registered third party person seeking to influence electors~~other persons~~ to vote for or against any candidate or any question or by-law submitted to the electors under the Municipal Elections Act.

d) **“City”** means the Corporation of the City of Kenora.

“City Clerk” means the City Clerk of the City or a person designated by him or her for the purpose of this bylaw.

“Election” means a general federal or provincial election or a regular municipal election and any question or bylaw submitted to the electors and includes an election to a local board or commission.

“Elections Act” means the provincial statute cited as the Election Act, R.S.O. 1990, c.E.6, as amended.

e) **“Election Sign”** means any image, words, sign, picture, device, notice or visual medium or any combination thereof, including, without limitation, any poster, placard, bulletin and banner which:

i) advertises~~ing or promotes, opposes or takes a position with respect to any candidate or political party in a federal, provincial or municipal election or by-electioning a candidate in a municipal, provincial or federal election~~ including an election of a local board or commission;

ii) Is intended to influence ~~electors~~ persons to vote for or against any candidate or an issue associated with a candidate or political party in a federal, provincial, municipal election or byelection; y question or by-law submitted to the electors under the Municipal Elections Act.

iii) is intended to influence electors to vote for or against any candidate or any question, law or bylaw submitted to the electors under the Canada Elections Act, the Election Act (Ontario), or section 8 of the Municipal Election Act;

For the purposes of clarification, an election sign does not include any election campaign literature (eg: pamphlets and brochures) but does include a billboard election sign, campaign office election sign, third party advertisement and vehicle election sign.

“Electoral District” means the geographic area represented by a member of a municipal council or a school board

f) **“Highway”** means a common and public walkway, lane, street, avenue, parkway, driveway, square, place, bridge, viaduct or trestle, designed and intended for, or used by the general public for the passage of vehicles and pedestrians and includes the untraveled portion of a road allowance.

Page Two

g) **“median”** means the portion of a highway that separates traffic travelling in one direction from traffic traveling in the opposite direction by means of a physical barrier or a paved or unpaved separation area that is not intended to allow crossing vehicular movement. This includes a central island in a roundabout.

h) “Municipal Elections Act, 1996” means the provincial statute cited as the Municipal Elections Act, 1996, S. O. 1996, c.32, as amended.

i) “Nomination Day” for a regular municipal elections means the deadline to file a nomination with the City Clerk under the Municipal Elections Act, 1996, as amended, as determined within that legislation. In the case of a by-election, the City Clerk shall fix the date of

nomination day in accordance with the provisions of sub-section 65 (4) 1. Of the Municipal Elections Act., 1996.

h) **“Official Sign”** means a sign placed by the City of control and regulate the movement of vehicles and pedestrians, signs posted by the City under the provisions of the Sign By-law, including a sign approved by the Ministry of Transportation of Ontario, and signs described in the Highway Traffic Act.

i) **“Permit”** means written permission issued by, and a fee paid to the City to locate, erect or display a sign or signs.

“Person” means, but is not necessarily limited to, an individual, business, firm, corporation, unincorporated business, trade union, partnership, or association, and includes a Registered Third Party.

j) **“Piece of Land”** means a lot or remnant of a lot on a plan of subdivision or land otherwise being capable of being conveyed pursuant to the provisions of the Planning Act.

“Place” means to attach, install, erect, build, construct, reconstruct, move, display or affix. Placed, Placement and Placing shall have a similar meaning.

k) **“Public Property”** means property owned by or under the control of the City, any of its agencies, including highways and streets and shall be deemed to include public utility facilities regardless of whether the public utility poles are owned by or under the control of the City and shall also be deemed to include buses, bus shelters, benches, municipal garbage containers or other structures located on a street regardless of whether the shelters, containers or structures are owned by the City. Property owned by the City and leased to another person shall not be deemed to be public property. with or without a structure owned by or under the control of the City or any of its agencies, boards or commissions, including highways, boulevards and road allowances owned by or under the control of the City and shall also be deemed to include public utilities and facilities, regardless of whether the poles are owned by or under the control of the City and shall also be deemed to include buses, bus shelters, benches, municipal garbage containers or structures owned by the City. Property owned by the City and leased to another person or entity shall be deemed to be public property.

l) **“Public Utility Facility”** means a pole, transformer box, service container, equipment or other such structure owned or controlled by an entity which provides a municipal or public utility service, including the City, Bell Canada, TBayTel, Enbridge Gas Union Gas Limited, Synergy North Kenora Hydro, Hydro One, and any subsidiaries thereof.

m) **“Premises”** includes the parking lot, adjoining fences and road allowances.

n) **“Registered Third Party” or “Third Party Advertiser”** means one of the following whose notice of registration has been certified by the City Clerk -an individual, corporation or trade union that is registered under Section 88.6 of the *Municipal Elections Act, 1996*;

a) An individual who is normally a resident in Ontario; or

b) a corporation that carries on business in Ontario; or

c) A Trade Union that holds bargaining rights for employees in Ontario

o) **“Road Allowance”** means the allowance for a public road and includes the traveled and untraveled portions of the road allowance, the road shoulders, ditches, boulevards and sidewalks.

“Sidewalk” means that portion of a street with a surface that is improved and designed or ordinarily used for the use of pedestrians and shall include a multi-use path.

- p) **“Sight Triangle”** means the triangular space formed by the street lines of a corner lot and a line drawn from a point in one street line to a point in the other street line, each such point being 15 metres from the point of intersection of the street lines (measured along the street lines). Where the two street lines do not intersect at a point, the point of intersection of the street lines shall be deemed to be the intersection of the projection of the street lines or the intersection of the tangents to the street lines.

“Street” means the allowance for a public road and includes the travelled and untraveled portions of the Street, including the median strips, traffic islands, shoulders, boulevards and sidewalks

- q) **“Third Party ~~Election Sign~~ Advertisement”** means a any Election sSign or advertisement in any broadcast, print, electronic or other medium that has the purpose of promoting, supporting or opposing a Candidate in a municipal election or an election of a local board or commission, or intended to influence persons to vote for a or against any candidate or any question or bylaw submitted to the electors under Section 8 of the Municipal Elections Act, 1996, and which has been erected or displayed without the authorization, direction or involvement of a Candidate;

- r) **“Vehicle”** means a motor vehicle, trailer, traction engine, farm tractor, machine used for road construction or maintenance, bicycle, and any other vehicle drawn, propelled, or driven by any kind of power, including muscular power;

“Voting Day” means the day on which the final vote is to be taken in an Election or By-Election.

- s) **“Voting Place”** means the location(s) where electors cast their ballots as approved by the federal, provincial, or municipal election officials and includes the entire property and all the boundaries associated with it, including any abutting streets, when such voting place is located within a public or private premises and shall also include ~~means the entire property and all the boundaries associated with it, when such voting place is located within public premises and shall mean all of~~ the common elements when the voting place is located on private premises.

“Writ of Election” means the date as defined in the Canada Elections Act and the Elections Act (Ontario).

Page Three

~~2. Title~~

~~This by-law may be cited as the “Election Sign By-law.”~~

3. General Prohibitions

- 3.1 No candidate or his/her agent or any other person shall affix, erect, post, place or otherwise display an election sign within the limits of any road allowance within the limits of the City except as permitted by this By-law.
- 3.2 No person shall deface or willfully cause damage to a lawfully erected election sign.
- 3.3 No person shall place an election sign in such a position that such sign would contravene any other applicable legislation.
- 3.4 No person shall display on any election sign a logo, trademark or official mark, in whole or in part, owned or licensed by the City.

- 3.5 No more than two (2) election signs per candidate are permitted on any one piece of land zoned residential.
- 3.6 No more than three (3) election signs per candidate are permitted on any one piece of land zoned other than residential.
- 3.7 No candidate or his/her agent or any other person shall affix, erect or otherwise display an election sign:-
- a) On a tree
 - b) In a city park, including the Harbourfront/Greenbelt area
 - c) On any official sign or structure
 - d) On a utility pole or light standard
 - e) Within 10 ft. of any other existing sign, including an election sign
 - f) Traffic control sign or signal
 - g) Guardrail or other form of traffic safety structure or facility
 - h) Any bridge or public fence
 - i) Within a sight triangle
 - j) On any centre median, centre boulevard or traffic island, ~~and~~
- ~~⊖~~ shall not interfere with,
- ~~4)0~~ _____ obstruct the view of, or mimic any traffic or pedestrian sign, signal or device
- k) Within 5 ft. of a fire hydrant
 - l) Within 5 ft. of a driveway
 - m) Which constitutes a danger or hazard to the general public (pedestrian or vehicular)
- Page Four**
- n) At any voting location/polling place, including on a vehicle parked within 100 ft. of such location.
 - o) On a public sidewalk or in such other location on, over or near a sidewalk so as to interfere with or obstruct normal pedestrian traffic
 - p) On the roof of any building
- 3.8 Notwithstanding Section 8, no person shall pull down or remove a lawfully erected election sign on any property without the consent of the candidate to whom the sign relates or the owner of the property on which the sign is placed.

3.9 No sign or advertising device shall be attached to or placed upon any building in such manner as to obstruct any fire escape or to interfere in any way with the work of the Fire Department in case of fire.

3.10 No sign or advertising device shall be erected so as to interfere with the sight triangle at intersecting streets.

3.11 No person shall place or permit to be placed an election sign on private property without permission or consent of the owner or occupant of the property.

3.12 No person shall deface or willfully cause damage to an election sign

3.13 No candidate or Third Party Advertiser, as the case may be, to whom an Election Sign relates shall permit an Election Sign to be left in a state of disrepair.

3.14 No person shall place or permit to be placed on any election sign a logo, trademark, crest or official mark, in whole or in part, owned or licensed by the City of Kenora.

4. Size, Display of Signs, and Permits

4.1 The candidate to whom the election sign relates shall be responsible for the erection, maintenance and/or display of the sign and shall ensure that all requirements of this by-law are met.

4.2 Election signs shall be no larger than 4 ft. x 4 ft. (or 1.22 metres by 1.22 metres).

4.3 No election sign shall consist of an electronic display that incorporates in any manner, any flashing or moving illumination.

4.4 There shall be no fee required to be paid to the City for the display of election signs, except where a sign is to be displayed on a portable or mobile sign. The candidate or his/her agent shall purchase a permit from the City for such sign in accordance with the City's Comprehensive Sign By-law.

5. Election Signs on Public Property & Timing

5.1 Election signs are permitted to be erected or otherwise displayed on public vacant property in accordance with the regulations contained in this by-law.

5.2 In the case of a municipal election, no signs shall be erected, located or otherwise displayed until after 4:00 p.m. on the Monday following Nomination Day.

5.3 In the case of a federal or provincial election, no person shall erect, locate or otherwise display an election sign or permit or cause an election sign to be erected or otherwise displayed on **public vacant property** prior to the issuance of writs for such election.

6. Election Signs on Private Property & Timing

6.1 For a municipal election, election signs are permitted to be affixed, erected or otherwise displayed on private property in accordance with this by-law, provided the candidate has already filed his or her Nomination Paper with the Clerk's Office and paid the required election filing fee.

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6.2 In the case of a federal or provincial election, no person shall erect, locate or otherwise display an election sign or permit or cause an election sign to be erected, affixed, or otherwise displayed ~~on private property~~ prior to the issuance of writs for such election.

6.3 Election signs on private property shall only be erected with the consent of the owner or tenant of the property.

7. Third Party Election Signs

7.1 In accordance with the Municipal Elections Act, registered 'third parties' may create campaign advertising in the municipal elections.

7.2 Third party advertisers shall be required to register with the City Clerk in order to advertise, distribute or display material related to the municipal elections.

7.3 The third party shall ensure all materials are produced in accordance with the Municipal Elections Act, 1996, as amended.

7.4 Third Parties shall contain the following in any campaign advertisement:
a) valid and up-to-date contact information, including the name of the registered third party,
b) the municipality where the third party is registered,
c) a telephone number, mailing address or email address at which the registered third party may be contacted, in order to identify at least one individual responsible for the display of the sign.

7.5 Third Party Election Signs displayed by third party advertisers shall comply with the City's regulations respecting Election Signs.

8. Timing to Remove Signage & Removal of unlawful Election Signs

8.1 All signs erected or otherwise displayed are to be removed within seven (7) days of voting day. Failure to do so will result in a By-law Enforcement Officer removing the signs and destroying them without compensation to the candidate. Costs associated with the removal/disposal of the signs will be charged to the applicable candidate.

8.2 If an election sign is located, erected or displayed in violation of this by-law, a By-law Enforcement Officer shall cause the sign to be removed immediately without notice.

8.3 Where election signs have been placed on private property, it is the responsibility of the owner or occupant of the property to ensure that the election sign(s) are removed within the required time frame.

9. Penalties and Offences

9.1 Any person who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine or penalty as provided for in the *Provincial Offences Act*.

9.2 When a person has been convicted of an offence under this by-law:

a) The Ontario Court of Justice; or

b) Any court of competent jurisdiction thereafter, may,

in addition to any other penalty imposed on the person convicted issue an order prohibiting the continuation or repetition of the offence of the doing of any act or thing by the person convicted directed toward the continuation or repetition of the offence.

10. Liability

The provisions of this by-law shall not be construed as relieving or limiting the responsibility or liability of any person erecting or owning any sign for personal injury or property damage resulting from the placing of such signs or resulting from the negligence or willful acts of such person, or his or her agents or employees, in the construction, erection, maintenance, repair or removal of any such signs. Likewise, the provisions of this section shall not be construed as imposing on the City, its officers, employees, servants, agents and contractors any responsibility or liability (whatsoever) by reason of the removal of any sign.

11. Conflicts

In the event of a conflict between the provisions of this by-law and the provisions of another by-law of the City regulating signage, the provisions or the more restrictive enactment shall prevail.

12. Other Laws

Nothing in this by-law relieves any person of the responsibility for adhering to other applicable laws which regulate signs or for obtaining the approval of the Federal and Provincial governments or agencies thereof as required, or for obtaining the approval of the property owner.

13. Validity

In the event any provision or part thereof of this by-law is found by a court of competent jurisdiction to be *ultra vires*, such provision, or part thereof, shall be deemed to be severed, and the remaining portion of such provision and all provisions of this by-law shall remain in full force and effect.

14. Repeal

Bylaw Number ~~89-201430-2018~~ is hereby repealed.

15. Force and Effect

This by-law shall come into force upon third and final reading thereof.

**By-law read a First and Second Time this ~~17th-19th~~ day of April, ~~2018~~
2022**

**By-law read a Third and Final Time this ~~17th-19th~~ day of April, ~~2018~~
2022**

The Corporation of the City of Kenora:

.....~~David S. Canfield~~Daniel Reynard, Mayor

.....Heather ~~Kasprick~~Pihulak City Clerk



March 31, 2022

City Council Committee Report

To: Mayor and Council

Fr: Kyle Attanasio, Chief Administrative Officer

Re: Five Year Strategic Plan - Charting Our Course

Recommendation:

That Council hereby accepts the 2022-2027 Five Year Corporate Strategic Plan, Charting Our Course.

Background:

The City of Kenora's previous Strategic Plan – Our Vision is 20/20 sunsetted in 2020. In 2021, The City of Kenora contracted Urban Systems to work with Council and Administration for the purposes of developing a new Strategic Plan. Over the last number of months, Senior Leadership in conjunction with Council, the City's leadership team, and front-line staff have worked with Urban Systems to develop a new plan that provides priorities from Council to City Administration.

Over the course of the Project, Urban Systems conducted a series of community engagement initiatives in an effort to capture comments and sentiments to help provide direction to this initiative.

The final strategy outlines five focus areas with clearly defined actions to provide Administration direction to support the achieving of the overall plan.

Urban Systems has provided Council with two updates as the project progressed and is presenting the final strategy today at the Committee of the Whole meeting.

The plan includes an updated mission, vision and corporate values. There are five focus areas, thirteen goals, and thirty-nine action items.

The plan will be mobilized through the development of annual departmental work plans, budgets, capital projects, and a strategic plan reporting and performance measurement framework.

Budget: This project was built into the 2021 and 2022 Capital and Unusual Spend Plan.

Risk Analysis: There is low risk to accepting the final strategy as it will allow staff to proceed with implementation activities.

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

Strategic Plan or other Guiding Document: This document provides the new strategic direction for the City of Kenora from 2022-2027.

CITY OF KENORA

CHARTING OUR COURSE 2027

2022-2027 STRATEGIC PLAN



PREPARED FOR:

City of Kenora

PREPARED BY:

Urban Systems Ltd.



Cover Image Credits:

Middle circle:
Aerial View of Kenora, ON
at sunset in summer,
Jacob, Adobe Stock

Background image:
Farmer's Market Love Affair,
Kim Pirie-Milko

Main Street, Kenora ON
Image Source: City of Kenora

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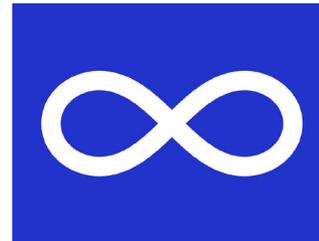
28 Strategic Plan Implementation



LAND ACKNOWLEDGMENT

In the spirit of reconciliation, the City of Kenora acknowledges that we are on the traditional territory of the Anishinaabe and Metis of Treaty #3. The City of Kenora was originally the land base of one collective First Nation community, which was separated into three communities now known as Wauzhushk Onigum, Niisaachewan, and Washagamis Bay First Nations. Kenora now sustains many others, all of whom have been welcomed to peacefully share and care for these ancestral Lands and Waters.

To support stewardship of the land, the City recognizes the importance of a strong relationship with our Treaty #3 partners. The City of Kenora acknowledges that our economy greatly benefits from the Anishinaabe and Metis that live in and around the city.



WELCOME FROM THE CITY OF KENORA COUNCIL



...

Councilor
Graham Chaze



...

Councilor
Rory McMillan



...

Councilor
Mort Goss



...

Councilor
Sharon Smith



...

Councilor
Andrew Poirier



...

Councilor
Chris Van Wellegghem



Mayor and Council
Image Source: City of Kenora

The City of Kenora is governed by a Mayor and six Councilors who are elected for a four year term. The City of Kenora's current Council was elected in 2018.

City Council is responsible for local government leadership and decision-making. This includes:

- ▶ Representing the public and considering the well-being and interests of the municipality.
- ▶ Establishing the City of Kenora's priorities.
- ▶ Providing direction to the City of Kenora CAO.
- ▶ Evaluating and approving the policies and programs of the municipality.
- ▶ Determining the services and levels of service the municipality provides.
- ▶ Approving capital and operating budgets.
- ▶ Representing the City of Kenora on committees, boards, and with other levels of government.



GREETINGS FROM THE MAYOR

Since March of 2020, the world has lived in a state of pause and the day to day things we took for granted appeared vastly uncertain and nonexistent. Ambiguity and uncertainty often comes with disruptive change. Those who do well during these periods of uncertainty and adapt to the challenges before them grow and persist even in challenging conditions. Council and administration have been focused on preparing for a time when some normalcy returns and Kenora will once again flourish as the shining community of Northwestern Ontario. Over the past year, Council has invested in several meaningful guiding documents which will all come together and align with the overarching strategic plan and present a clear vision for the City, the Divisions and the staff as a whole. It provides a clear demonstration of the priorities and vision of Council, staff and the community.

This strategic plan will be a pivotal part of Kenora's history as it paves the way for the future in our community. Reflecting upon the impacts the pandemic has had on our community, it was imperative that this guiding document clearly focused on charting a new course. Providing goals that are meaningful, relevant and backed up with a plan that will provide focus, direction, and energize our community as a whole as we all return from a state of pause.

Focusing on our core services that we deliver each day and working with partners on other priority external services align us well and clearly demonstrates to the community where our focus will be and what areas our budgets will be allocated. With over half of our current budgets being allocated to outside organizations to support services indirectly provided in the community, fiscal responsibility continues to be at the forefront and allocating funding to projects that are important to our community.

The strategic plan which includes five focus area, will reflect the significance of our natural surroundings and the influence it has on our business. Council is committed to the five focus areas included in this plan. These are key areas where our core business aligns with community priorities and focuses on building our community and relationships. As a Council, we recognize the significance of our partnerships and the economic stability they bring to our community.

We have strong leadership in place both through Council and Administration to achieve our goals that are outlined within the plan. Leaders empower individuals by building trust and coaching competence. Kenora has exciting projects and investments coming in the near future that will strengthen and sustain our financial position. All of this combined, we have a lot to celebrate as we move forward. As the Mayor for our community, I am proud of all of we have achieved and will achieve together over the next five years. In closing, I want to share four words that, when said, will bring out the best in our team, our employees, and our family. They are: "I believe in you".

A handwritten signature in black ink, appearing to read 'Daniel Reynard', written in a cursive style.

Mayor Daniel Reynard
City of Kenora



MESSAGE FROM CHIEF ADMINISTRATIVE OFFICER

As the Chief Administrative Officer, it has been my pleasure to work with City Council, the Senior Leadership Team, staff, and our community on the development of a new strategic plan to provide a clear path for Kenora's future. I consider my opportunity to serve the City of Kenora as an incredible privilege.

Our community encompasses many. There are the residents, both permanent and seasonal, whom we serve. There are the employees who work tirelessly to deliver dependable and consistent services. There are the tourists who come to experience this community in all its splendour. There are volunteers who choose to dedicate their time to serve this community. There are our collaborators both inside and outside government who are vital partners in enhancing this community.

In hearing from all of these groups over the past year, there has been one common theme that has resonated above the rest: an unyielding ambition, desire, and determination for Kenora to grow, to expand, and to advance. The turbulence caused by the COVID-19 pandemic has only served to exacerbate these feelings that Kenora must evolve and while turbulence can be unsettling, it is helpful in many ways. Turbulence challenges old ways of thinking and acting, it disrupts comfortable patterns, it drives self-reflection, it invites creativity and innovation, and it creates opportunities for learning and growth.

The Charting Our Course 2027 Strategic Plan sets us on a path. By carefully establishing waypoints, the City will be able to navigate the way and reach our preferred destination without running off course. This plan will serve as our beacon on the horizon.

Throughout this document, you will see a plan based on five strategic focus areas that will guide our community's progress over the next five years. Our mission, vision, and values have been refined to better represent who we are as an organization and where we aim to be in the future. I am proud to lead an organization of committed employees who strive to maximize the tremendous opportunities Kenora offers. In addition to the projects and initiatives contained herein, there are three important points I want to underscore.

First, it was important that we balance the need for action with a more disciplined approach for understanding the complexities of the challenges we are facing. The business of local government is constantly in flux and there is often many forces compelling us to immediately react. In an effort to address problems quickly, it can be easy to hone in on short-term solutions. This strategic plan finds the City aiming to take a wider view of the challenges before us and taking the time to consider the range of possible responses available to us to ensure that all actions across the City are aligned. It is our belief that taking the time to plan will result in a more proactive organization.

Second, alignment between the strategic plan, our directional plans, and our municipal budgeting process is paramount. Strategic goals and initiatives must cascade down to the operational level and be formalized in departmental work plans and budgets. If this alignment does not occur, then inevitably a situation develops whereby certain initiatives are left unfunded and budgets are approved without understanding how they are linked to the organizational vision.

Third, effective performance measures must be developed to evaluate our organization's success in achieving our strategic goals. This plan is not filled with fuzzy ideas, but with concrete promises. It is the City's commitment that we will deliver on the action items listed herein and we will be transparent and accountable in communicating our progress to Council and the public throughout the lifespan of this plan.

The City of Kenora is excited to undertake this journey with you. There will be twists and turns along the way; uncertainty is the only sure thing. One thing that is clear is that this community is resilient and has weathered the trials and tribulations of past. We lean in not lean out. We understand that success comes with a united approach. The City of Kenora has chosen to embrace turbulence and step in discomfort as we envisaged our desired future. Together, we are Charting Our Course.

With gratitude,

Kyle Attanasio, Chief Administrative Officer
City of Kenora

INTRODUCTION

Situated on the shores of the world-renowned Lake of the Woods, Kenora is a community of wonder, adventure, and opportunity. Located in northwest Ontario on Treaty 3 territory, the home of Anishinaabe peoples, Kenora benefits from the unique natural setting that surrounds the community and its friendly, passionate and proud residents and citizens.

Kenora was established as "Rat Portage" in 1895 and has since evolved into a resilient and forward-looking community that values its storied local heritage and rich cultural diversity. Our residents and seasonal residents are afforded a unique and holistic quality of life, while our visitors benefit from limitless opportunities to relax, play, and share in the unforgettable memories created here.

Kenora has developed its position as a regional economic, tourism and service hub, while maintaining the character and charm that makes the community distinct and memorable. Kenora is supported by a municipality that is passionate about serving community and prioritizes collaboration and innovation when tackling new opportunities and challenges. Working together, Kenora forges ahead as a destination and landing place for individuals, families, businesses, and visitors.

⋮ *Kenora is a destination for all.*



Kenora Lake of the Woods Discovery Centre
Image Source: City of Kenora



MS Kenora
Image Source: City of Kenora



Kenora Cemetery
Image Source: City of Kenora

KENORA AT A GLANCE

- ▶ Kenora's population of approximately 15,000 residents is bolstered by a seasonal resident population estimated to be two to three times larger than the permanent resident population.
- ▶ Kenora is an internationally recognized visitor destination and gateway for the world renowned Lake of the Woods. Visitors and residents are provided access to a limitless range of recreation, leisure, and adventure opportunities.
- ▶ The region's original inhabitants, the Anishinaabe, have resided in the Kenora and Northwest Ontario region for millennia. Three neighbouring communities include Anishinaabe Wauzhushk Onigum Nation, Niisaachewan Anishinaabe Nation, and Washagamis Bay First Nation.
- ▶ Kenora's has evolved from its traditional resource-based economy into a modern and thriving service-based economy that includes strong tourism, health care, retail, hospitality, education, and government services sectors.
- ▶ Kenora is an active community where residents have access to eight municipal parks, five beaches, 30 kilometers of trails, and recreational facilities that include hockey rinks, indoor and outdoor soccer pitches, ball diamonds, swimming pool, dog park and much more!
- ▶ Kenora has a vibrant arts and cultural community supported by key facilities such as the MUSE, two municipal libraries and countless special events, festivals, and other activities.

MUNICIPAL ROLES AND RESPONSIBILITIES

The City of Kenora delivers a wide range of programs and services. Many of those services and programs are mandated under Ontario's Municipal Act. The City strives to provide these services in a cost-effective and efficient manner. In some cases, a third party entity oversees a service area instead of the City such as the Kenora Airport Authority providing airport services.

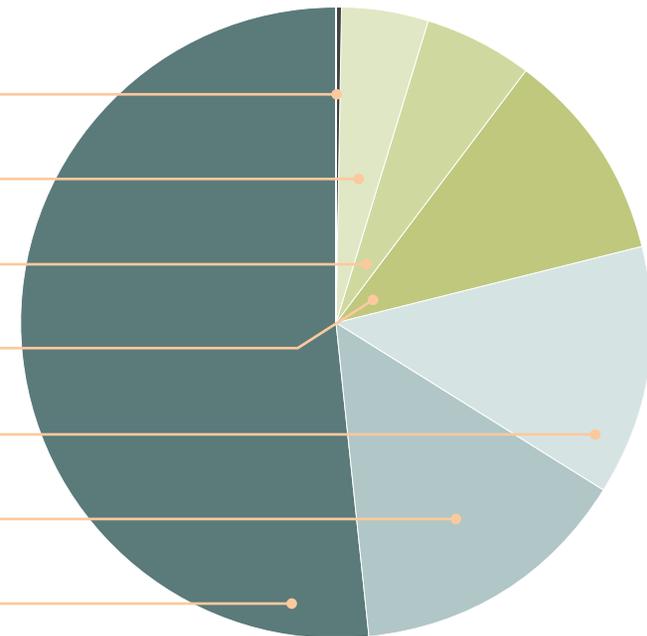
In Kenora and the surrounding region, there are a number of agencies and organizations that provide services and programs that fall under provincial

jurisdiction. These include but are not limited to education, health care, colleges and universities, long-term care, community and social services, policing, housing and correctional services. The Province of Ontario determines how these services will be delivered and funded. In some cases, the Province mandates that municipalities contribute financially to these organizations and the City takes a collaborative role in supporting these organizations in delivering on their mandate often through having a representative sit on an organization's board.

The division of roles and responsibilities between the City of Kenora, Government of Ontario, and other entities (e.g., government agencies) is illustrated on the following page.

The City of Kenora provides funding and a representative to the following organizations (2021):

Police Services Board	\$17,991
Childcare and Ontario Works	\$573,235
Northwestern Health Unit	\$663,919
Social Housing (KDSB)	\$1,345,584
Land Ambulance (KDSB)	\$1,584,936
Kenora District Home for the Aged	\$1,791,634
Ontario Provincial Police	\$6,378,854
Total	\$12,356,153



(Source: City of Kenora 2021 Financial Statements)

CITY OF KENORA
CORE SERVICES



COMMUNITY RECREATION



MAINTAINING PARKS,
TRAILS, & BEACHES



STORMWATER



LAKE ACCESS
(municipal boat launches
& docking)



WASTEWATER



CLEAN STREETS &
SNOW REMOVAL



MUNICIPAL WEBSITE
& SOCIAL MEDIA



TOURISM & ECONOMIC
DEVELOPMENT



WASTE MANAGEMENT
& RECYCLING



LAND USE PLANNING
& DEVELOPMENT
APPROVALS



ROADS & BRIDGES



COMMUNICATING
COUNCIL MATTERS



EMERGENCY PLANNING



DRINKING WATER



LIBRARY &
MUSEUM SERVICES



FIRE PROTECTION



PROVINCIAL OFFENSES
ACT (POA) COURT



BY-LAW
ENFORCEMENT

COLLABORATIVE
SERVICES



COMMUNITY
SAFETY



HOUSING POLICY
& DEVELOPMENT
ATTRACTION



ENVIRONMENTAL
STEWARDSHIP

GOVERNMENT OF ONTARIO & OTHERS
EXTERNAL SERVICES



SOCIAL & HUMAN
SERVICES



LONG-TERM CARE



CHILD CARE



SOCIAL HOUSING



MENTAL HEALTH
& ADDICTIONS



EDUCATION



REGIONAL ISSUES



SENIORS HOUSING



HOSPITALS &
HEALTH CARE



AIRPORT
SERVICES



AMBULANCE SERVICES



POLICING



JAILS & PRISONS

PLUS, OTHER PROGRAMS AND SERVICES!



CHARTING OUR COURSE 2027

A COMMUNITY INSPIRED STRATEGIC PLAN

The City of Kenora has developed the *Charting Our Course 2027 Strategic Plan (Charting Our Course 2027)* to guide how Council and administration will direct their energy, resources and focus over the next five years to respond to our most important community priorities and needs. Strategic Planning empowers us to be forward thinking, coordinated and deliberate in our efforts to improve delivery and sustainability of City services, operations, and infrastructure. Our community inspires us and drives our passion in contributing to a thriving, vibrant, resilient, and active Kenora.

Charting Our Course 2027 was developed for a five-year horizon and is guided by a collective vision for Kenora. With it, we capture our mission and values as a municipal administration. Five strategic focus areas are presented that categorize and organize our biggest opportunities and challenges into inter-related groups. Each focus area includes specific goals and actions to complete that are manageable, realistic, and targeted. Actions include projects, initiatives, and efforts that go beyond current day-to-day City activities or change how we approach service delivery. Implementation will require the thoughtful allocation of the City's financial and human resources, collaboration with key partners and supplementary guidance and direction from existing City plans, investment studies, and bylaws.

Finally, *Charting Our Course 2027* will provide the City with an evaluation and assessment tool as new opportunities, developments and needs arise in the community that require a City response. This will safeguard us against hasty and reactionary decisions that do not align with our established community vision, priorities, and goals.

- ***The Charting Our Course 2027 Strategic Plan is the City's roadmap to ensure resources and energy are directed towards projects that are most beneficial and impactful for those who live, invest, visit and play in our wondrous community.***

Charting Our Course 2027 is supported by the following City of Kenora directional plans and strategies:

- ▶ 5-Year Tourism and Economic Development Strategy
- ▶ Asset Management Plan
- ▶ Community Energy Plan
- ▶ Economic Recovery Plan
- ▶ Harbourfront Business Development Plan
- ▶ Official Plan
- ▶ Service Delivery Review
- ▶ State of Housing Report
- ▶ Vacant Lands and Growth Strategy



Measuring Our Success 2027:

Completing **Charting Our Course 2027** is only the first step. Success will be measured by the level of transformation that we see and feel in our community. Some changes will be immediate, while other change will be longer-term.

Charting Our Course 2027 and the Directional Plans will be used to:

- ▶ Define our priorities, processes, and short and long-term plans
- ▶ Prioritize budget and resource allocations
- ▶ Direct how our community looks and feels
- ▶ Informing our community engagement strategies
- ▶ Provide context for Administrative reports to Council, communications, and events



Maple Leafs Game
Image Source: © City of Kenora

HOW DID WE GET HERE (PLANNING PROCESS)

The *Charting Our Course 2027* was initiated in Spring 2021 and developed through a process that involved collaboration with Kenora Council, City staff, residents, citizens, visitors, stakeholders, and partners at various points throughout the project. Four project phases were completed to develop *Charting Our Course 2027* and are described below:



1

STAGE SETTING

Initiating the project in the community and taking stock of existing conditions in Kenora and how they have evolved over the past 5 years.

Tasks involved:

- ▶ Project Start Up Meetings
- ▶ Background Reviews and Research
- ▶ Building Project Awareness in the Community

2

CONNECTING & COLLABORATING

Working collaboratively with City Council and staff, residents, seasonal residents, businesses and stakeholders to determine what Kenora's most important priorities are.

Tasks involved:

- ▶ Launching a Project Website
- ▶ Community Survey
- ▶ Stakeholder Meetings
- ▶ Community Engagement Pop-Up Booths
- ▶ Council and Staff Workshops

3

CREATING

Developing initial Strategic Plan components and completing an internal review process with City staff.

Tasks involved:

- ▶ Establishing Vision, Mission and Value Statements
- ▶ Determining Strategic Focus Areas and Goals
- ▶ Staff Workshops and Working Sessions
- ▶ Refinement of Initial Components

4

REVIEWING & FINALIZING

Developing, reviewing and refining a draft Strategic Plan into the final *Charting Our Course 2027* Strategic Plan.

Tasks involved:

- ▶ Creating a Full Draft Strategic Plan
- ▶ Council and Staff Review Workshops
- ▶ Finalizing and Submitting the *Charting Our Course 2027 Strategic Plan*

COMMUNITY INVOLVEMENT

Through the strategic planning process, over 1,000 Kenora residents and representatives from 30 local community organizations, clubs and agencies provided input and ideas into the development of *Charting Our Course 2027*. This Plan is directly informed by the themes, ideas and feedback provided by the broader community.

A full summary of engagement activities completed as part of the *Charting Our Course 2027* planning process can be found in the City of Kenora *Strategic Planning Engagement Summary Report*.

1,001 people, including permanent and seasonal residents and visitors participated in the Strategic Plan Community Survey!

CITY OF KENORA STRATEGIC PLAN 2021 to 2026

We need your help to chart Kenora's path for the next 5 years!

The City of Kenora is updating its Strategic Plan to be the City's roadmap for the next 5 years.

Starting this June, the City will conduct several engagement activities over the summer to hear from the community.

The new Strategic Plan will establish priorities to guide City decision making, including how City resources are invested into community programs, services and infrastructure.

The City of Kenora has **core responsibilities** as a municipality that it must provide to the community. There are areas **outside of the City's mandate** that it can support as an advocate, partner and connector.

The Strategic Plan will guide City efforts in meeting its core responsibilities as a municipality, while identifying opportunities to support initiatives that fall outside of the City's mandate.

Help determine what Kenora's biggest needs and priorities are!

Get involved through upcoming:

- COMMUNITY SURVEYS
- COMMUNITY MEETINGS
- STAKEHOLDER MEETINGS
- OPEN HOUSES
- INFORMATION POP-UP BOOTHS

Engagement activities will be starting this June. Visit the link or scan the QR code below for updates and more information on how to get involved!

Visit kenora.ca/new-strat-plan or scan the QR code with your phone's camera to learn more.

QR Code

@CityofKenora @TheCityofKenora

Kenora *City of the North*

CHARTING OUR COURSE 2027



KEY ENGAGEMENT THEMES FROM OUR COMMUNITY

Our Community's Top Six Priorities:

- 1. Community Safety and Crime
- 2. Housing
- 3. Access to Healthcare
- 4. Social Conditions
- 5. Local Economy and Employment
- 6. Community Growth and Development

Findings from the Strategic Plan Community Survey conducted from May-August 2021.

What is the City of Kenora doing well?

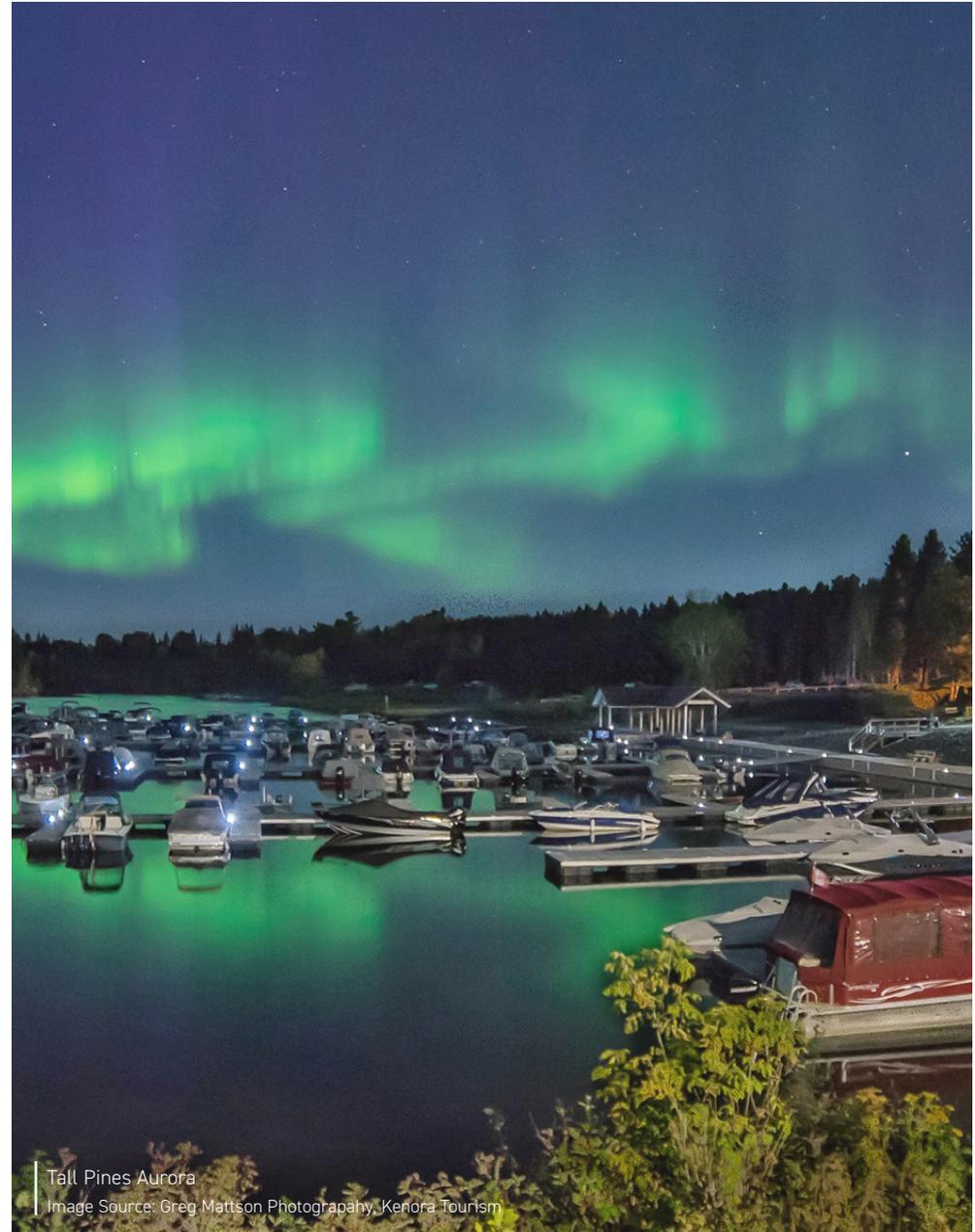
- 1. Fire Protection
- 2. Water and Sewer Services
- 3. Garbage Services
- 4. General Customer Service
- 5. Police Services
- 6. Recreation Facilities

Combined rate of "good" and "excellent" responses from the Strategic Plan Community Survey from May-August 2021.

What has the City of Kenora improved the most over the past 5 years?

- 1. City Communications
- 2. Museum Services
- 3. Quality of City Website
- 4. Sidewalks
- 5. Roads
- 6. Parks and Open Spaces

Combined rate of "better" and "much better" responses from the Strategic Plan Community Survey conducted from May-August 2021.



QUOTES FROM COMMUNITY MEMBERS (STRATEGIC PLAN ENGAGEMENT)



Kenora is located in an area of exceptional natural beauty. Let's continue to maximize the services we offer to attract and keep young professionals and make Kenora a vibrant retirement community.

- Kenora Community Member



Nothing happens in a vacuum, and Kenora is changing, with that comes challenges. Strong leadership that listens to the voices of residents and responds creatively and inclusively will build a better future for all here in Kenora.

- Kenora Community Member



To attract new people we have to do things differently, we cannot rely on the laurels of living on a nice lake and expect people to want to live and visit here for just that one reason. We have to be leaders in quality of life, environment, and change to attract new life into our city.

- Kenora Community Member



People like having these opportunities to voice their opinions and concerns. However, they appreciate seeing the changes actually get made even more.

- Kenora Community Member



The unique beauty of our community is in our diversity.

- Kenora Community Member



I am eager to see Kenora develop. Hopefully we can get some housing projects soon. With that, hopefully it attracts more businesses and investments in our community to attract younger professionals.

- Kenora Community Member

OUR PATH FORWARD

OUR VISION

The City of Kenora's Vision articulates our aspirations for the community. Our Vision influences every facet of our administration and motivates City leadership and staff in serving the community.

Our Vision is provided below:

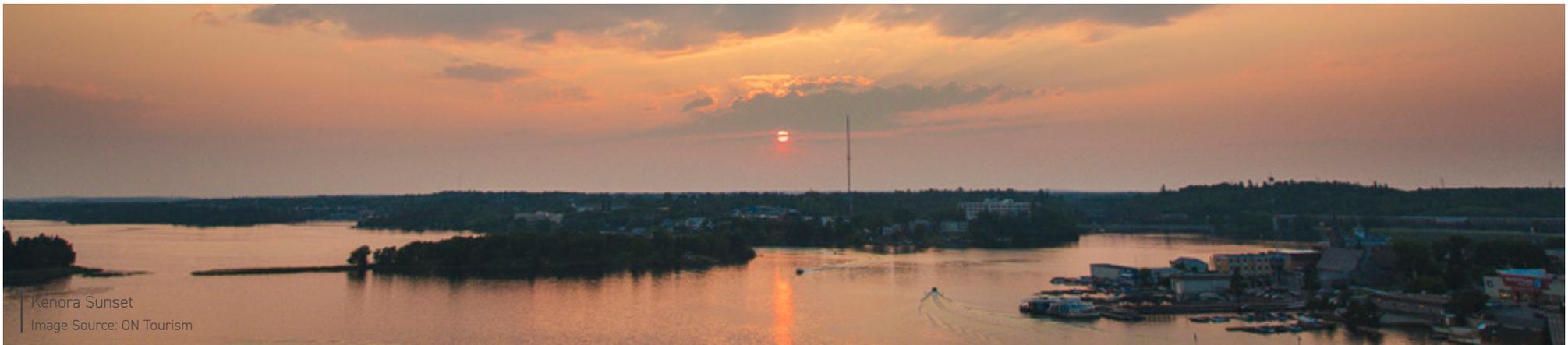
- *Kenora provides a high quality of*
- *life for residents and unforgettable experiences for visitors by celebrating and embracing the community's rich heritage, diversity, and natural environment.*

OUR MISSION STATEMENT

Our Mission Statement describes the City of Kenora's core mandate and ambition in meeting its responsibilities as a municipal administration and achieving our vision for Kenora.

The City of Kenora's Mission is:

- *To be an accountable, collaborative,*
- *and informed team that takes pride in delivering value-added municipal services.*



Kenora Sunset
Image Source: ON Tourism



COLLABORATION

We are a key partner, connector, and voice in addressing complex community needs.



FISCAL RESPONSIBILITY

We administer municipal finances in a prudent, accountable, and transparent manner that is mindful of the financial implications of our daily decisions.



COMMUNICATION

We ensure respectful and inclusive communications with our staff, community and partners.



INNOVATION

We strive for continuous service improvements through curiosity, leadership, and implementing best practices.



CITIZEN AND CUSTOMER SERVICE

We put people at the forefront when delivering services.



OUR CORPORATE VALUES

Corporate Values describe the collective and shared beliefs that guide the actions and decisions of our Council and staff.



READINESS

We actively engage in planning, prevention, and protection to mitigate risk and address complex challenges.



ENVIRONMENTAL SUSTAINABILITY

We are committed to being respectful of our natural environment to ensure it can continue to enrich future generations.



TRUST & RESPECT

We act with integrity, honesty, and fairness in all our actions, fostering a corporate culture that promotes trust and respect of our staff, our community, and our partners.



Snow Birds Show
Image Source: ON Tourism

STRATEGIC FOCUS AREAS

Charting Our Course 2027 presents our five strategic focus areas established through engagement with City of Kenora Council and staff, stakeholders, and the broader community.



01 INFRASTRUCTURE AND ENVIRONMENT **⋮**



02 TOURISM, ECONOMIC GROWTH, AND DEVELOPMENT **⋮**



03 COMMUNITY RECREATION, WELL-BEING, AND SAFETY **⋮**



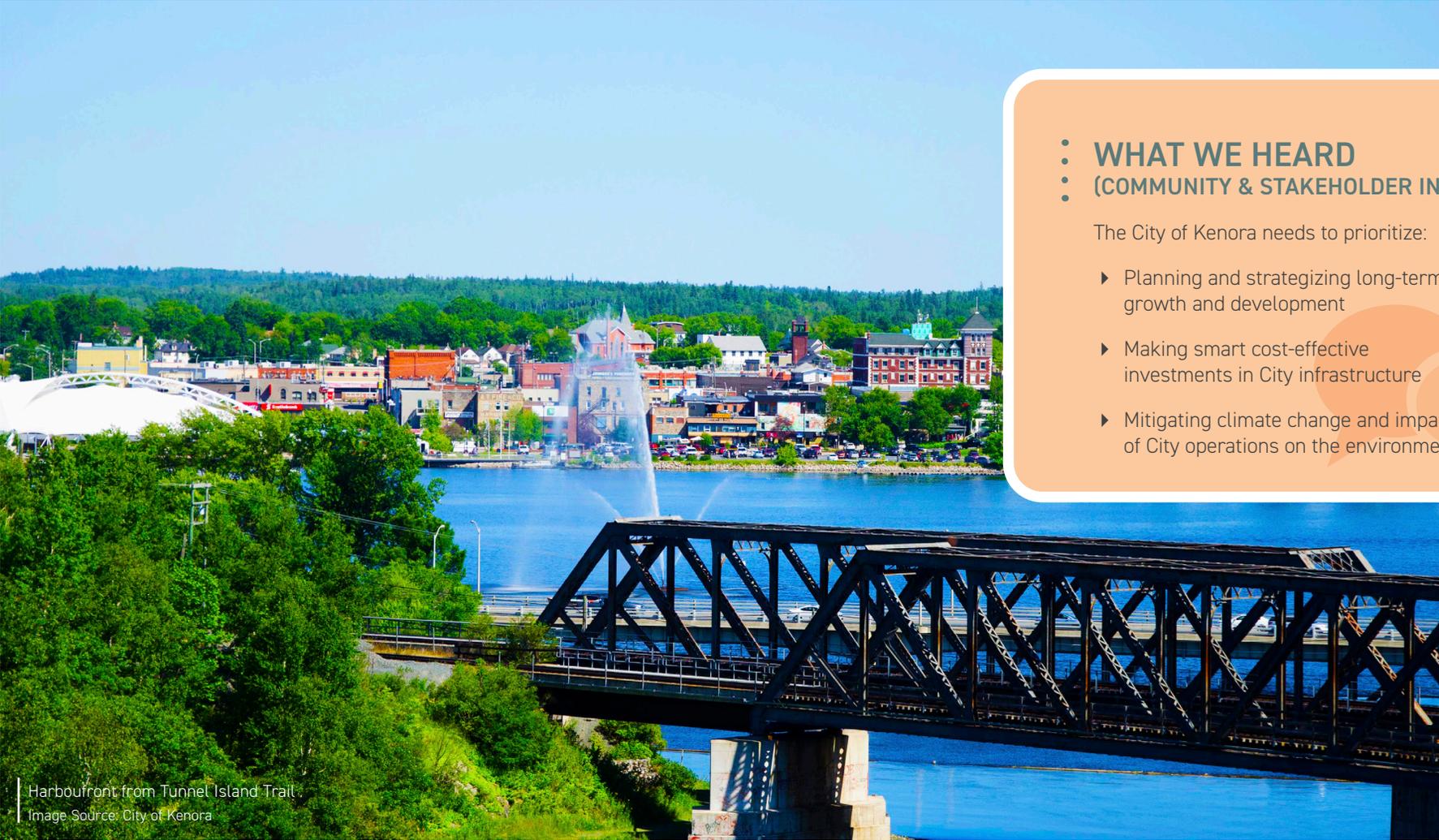
04 SERVICE DELIVERY AND ORGANIZATIONAL CAPACITY **⋮**



05 RELATIONS WITH TREATY 3 PARTNERS **⋮**



FOCUS AREA 1 INFRASTRUCTURE AND ENVIRONMENT



Harbourfront from Tunnel Island Trail
Image Source: City of Kenora

WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Planning and strategizing long-term for growth and development
- ▶ Making smart cost-effective investments in City infrastructure
- ▶ Mitigating climate change and impact of City operations on the environment

The City of Kenora is focused on enhancing its capacity and ability to deliver important City services to the community in an environmentally and financially sustainable manner. This requires thinking long-term and making proactive, strategic, and informed investments in maintaining, upgrading, and expanding our city's infrastructure, while actively mitigating the impacts of City operations on the surrounding environment.

The following goals and actions have been prepared for the Infrastructure and Environment Focus Area:

GOAL 1.1

Position Kenora for growth through proactive infrastructure planning.

1.1.1

Complete long-term Master Planning for City infrastructure, including:

- ▶ Water and sewer
- ▶ Transportation and roads
- ▶ Stormwater and drainage

1.1.2

Create and adopt City standards for development, including:

- ▶ Infrastructure and servicing standards



GOAL 1.2

Ensure well maintained and sustainably financed City infrastructure.

1.2.1

Undertake a "Storm Water Financing Study".

1.2.2

Develop three, five and ten-year Capital Plans.



GOAL 1.3

Seek sustainable solutions to reduce environmental impacts of City operations.

1.3.1

Finalize the City of Kenora *Sustainability Action Plan*.

1.3.2

Initiate a pilot project for a solar solution on a municipal facility.

1.3.3

Investigate the feasibility of integrating electric vehicles into the City of Kenora fleet.



FOCUS AREA 2

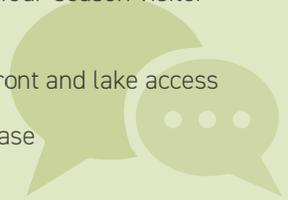
TOURISM, ECONOMIC GROWTH, AND DEVELOPMENT



WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Promoting and encouraging housing development
- ▶ Creating an environment where business and jobs flourish
- ▶ Growing tourism and four-season visitor experiences
- ▶ Improving the waterfront and lake access
- ▶ Diversifying our tax base



Farmer's Market Love Affair
Image Source: Kim Prie-Milko

Fostering an environment with diverse economic activity that thrives will strengthen and sustain the City of Kenora's financial position and contribute to broader community prosperity and quality of life. This includes bolstering Kenora's position as a tourism destination, attracting new business, and leveraging City assets and other vital development in the community.

The following goals and actions have been prepared for the **Tourism, Economic Growth, and Development Focus Area:**

GOAL 2.1

(A) Promote new investment and development of City-owned and private lands in Kenora.

(B) Facilitate opportunities for more and diverse housing development across the housing spectrum.

(C) Implement tourism initiatives to enhance visitor rates and experiences.

2.1.1

Complete the Harbourfront Business Development Plan Detailed Design and begin implementation with a focus on McLeod Park and Husky the Muskie.

2.1.2

Continuously identify and divest City-owned vacant and surplus lands as recommended by the City of Kenora **Vacant Lands and Growth Strategy**.

2.1.3

Complete the comprehensive review of the City of Kenora **Official Plan** and **Zoning By-law**.

2.1.4

Review Community Improvement Plan (CIP) program(s).

2.1.5

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

2.1.6

Identify strategic opportunities to extend City infrastructure to lands prioritized for housing and commercial development.

2.1.7

Finalize the "Tourism Destination Marketing" Project.

GOAL 2.2

Support entrepreneurship and business development.

2.2.1

Refresh the Northwest Business Centre "Business Plan".



City of Kenora Wayfinding
Image Source: City of Kenora

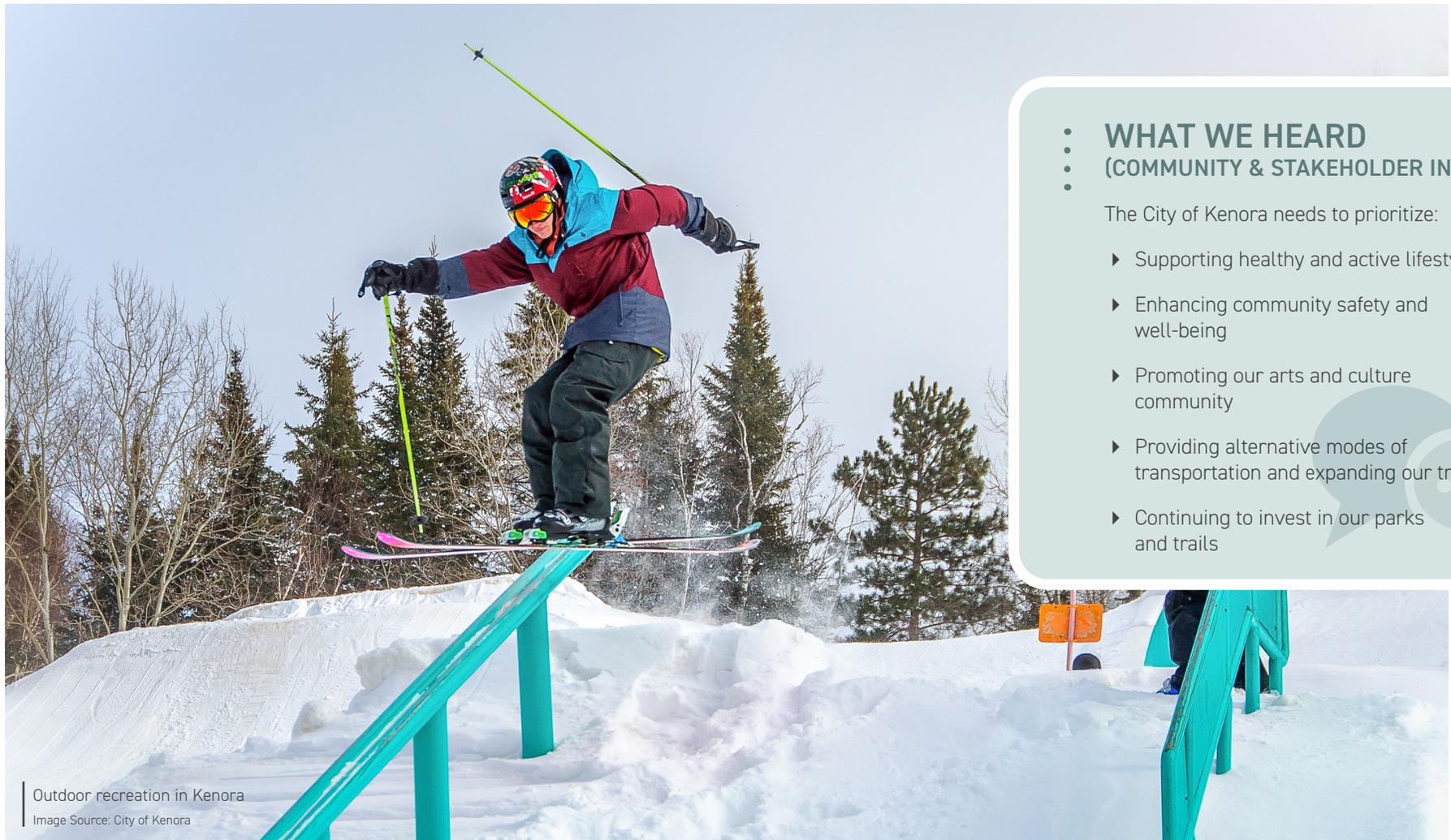


The HardWear Company
Image Source: Urban Systems (?)



FOCUS AREA 3

COMMUNITY RECREATION, WELL-BEING, AND SAFETY



Outdoor recreation in Kenora
Image Source: City of Kenora

• WHAT WE HEARD • (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Supporting healthy and active lifestyles
- ▶ Enhancing community safety and well-being
- ▶ Promoting our arts and culture community
- ▶ Providing alternative modes of transportation and expanding our trails
- ▶ Continuing to invest in our parks and trails

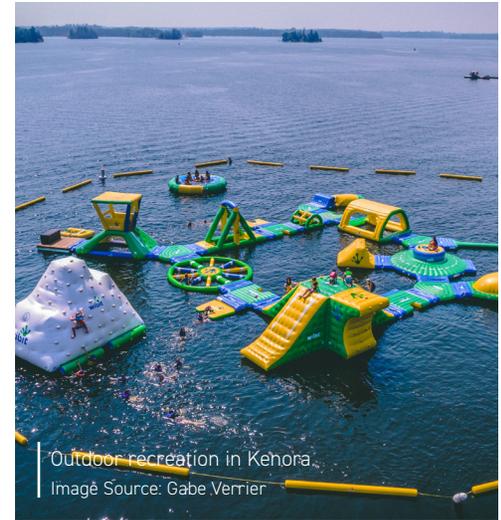
A healthy, safe, and active Kenora will improve the quality of life for those who live, visit, and play here. Kenora has a strong recreation foundation that will be expanded through consistent and strategic investments in programs, facilities, trails, and other recreational amenities. In addition, we will make a concerted effort to improve community safety and our ability to respond to emergency situations to strengthen the health and wellbeing of our community.

The following goals and actions have been prepared for the Community Recreation, Well-Being, and Safety Focus Area:

GOAL 3.1

Deliver coordinated four-season cultural and recreational infrastructure, programs, and events.

- 3.1.1 — Complete the City of Kenora *"Parks and Recreation Master Plan"*.
- 3.1.2 — Undertake a review to create an engaging suite of recreational, tourism and cultural programming.
- 3.1.3 — Complete an *"Active Transportation Plan"*.

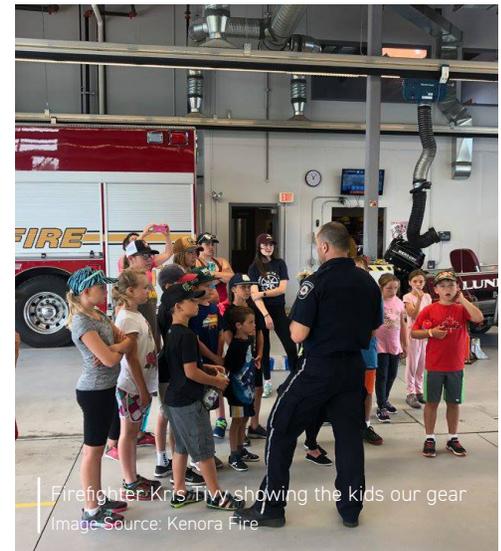


GOAL 3.2

(A) Address community safety challenges and improve perceptions of safety in Kenora.

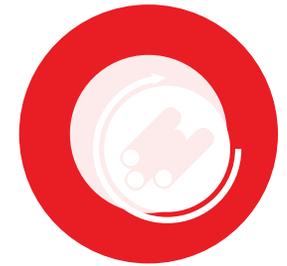
(B) Enhance emergency management, protective services and social services provided by City partners.

- 3.2.1 — Pilot a *"Downtown Ambassadors"* program.
- 3.2.2 — Develop and adopt a *"Community Safety and Well-Being Plan"*.
- 3.2.3 — Complete a review and update of the City of Kenora's *"Emergency Management Plan"*.
- 3.2.4 — Develop a *"Fire Department Master Plan"*.



FOCUS AREA 4

SERVICE DELIVERY AND ORGANIZATIONAL CAPACITY



WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Modernizing services and e-services available to “customers”
- ▶ Finding new ways to engage and communicate with the community
- ▶ Ensuring transparency and accountability of City decisions
- ▶ Make informed and evidence based decisions



Image Source: City of Kenora

The City of Kenora strives to provide our residents, businesses, and broader community with exceptional service that maximizes the resources provided to us by our ratepayers. We will continuously improve the capability and capacity of our administration to deliver efficient and effective services by investing in our staff and seeking honest feedback from our "customers" and the broader community.

The following goals and actions have been prepared for the Service Delivery and Organizational Capacity Focus Area:

GOAL 4.1

Modernize City service provision to improve "customer" experiences.

- 4.1.1 — Develop and implement "Levels of Service".
- 4.1.2 — Undertake a "Customer Experience Review" to understand customer expectations and experiences when receiving City services.
- 4.1.3 — Employ technology to enhance the "customer experience".
- 4.1.4 — Evaluate existing City workforce data to support work planning for City departments.
- 4.1.5 — Establish and implement an on-line Citizen Feedback process.



GOAL 4.2

Maximize human capacity and capability.

- 4.2.1 — Create a "People Management Strategy".
- 4.2.2 — Complete a review of Employee compensation and benefits for non-union City staff to ensure equitable, fair, and competitive compensation.
- 4.2.3 — Refresh and align the City of Kenora Employee feedback and development process and system.
- 4.2.4 — Enhance Employee learning and development by incorporating online and blended learning platforms.
- 4.2.5 — Grow and enhance collaborative relationships with community leaders, union and association partners.
- 4.2.6 — Implement an Automated File Management and Workflow System.



GOAL 4.3

Improve the fiscal planning capacity of our administration.

- 4.3.1 — Complete a long-range "Financial Plan".

GOAL 4.4

Enhance City communications to the community on municipal services, developments, and affairs.

- 4.4.1 — Update the City's "Communications Strategy".





FOCUS AREA 5

RELATIONS WITH TREATY 3 PARTNERS



WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Strengthening relationships with our Anishinaabe neighbours
- ▶ Promoting reconciliation in Kenora
- ▶ Supporting cultural awareness and activities
- ▶ Working together to address needs and opportunities in Kenora



Orange Shirt Day
Image Source: Bronson Carver

The City of Kenora is embarking on a path to work with and support our Treaty 3 partners in advancing reconciliation and inclusion in the community and beyond. Learning and listening will be fundamental in understanding our roles as residents, neighbours, and partners when honoring the history, knowledge, rights, languages, and cultures of the Anishinaabe people who traditionally inhabited the lands on which Kenora sits and other indigenous peoples who make our community home.

The following goals and actions have been prepared for the Relations with Treaty 3 Partners Focus Area:

GOAL 5.1

Partner with Anishinaabe and other Treaty Partners to advance reconciliation.

- 5.1.1 — Develop a strategy with a focus on advancing reconciliation, inclusion, and relationships.
- 5.1.2 — Enhance understanding and awareness of Truth and Reconciliation.



National Day for Truth and Reconciliation
Image Source: City of Kenora

GOAL 5.2

Foster meaningful and beneficial relationships with Treaty Partners.

- 5.2.1 — Collaborate with Treaty Partners to create joint communication and engagement protocols.
- 5.2.2 — Advance the Tunnel Island Common Ground Initiative.



Metis of Ontario flag raising at City Hall
Image Source: City of Kenora

STRATEGIC PLAN IMPLEMENTATION

Charting Our Course 2027 is a strategic document to guide City of Kenora efforts and allocation of resources over the next five years. To support implementation, the City of Kenora will undertake the following activities:

CREATE DEPARTMENT WORK PLANS

The City's Senior Leadership Team (SLT) will be responsible for working with each department to develop individual 5-year work plans that align with and support implementation of *Charting Our Course 2027*. Department work plans should clarify the department(s) responsible for implementation of Strategic Plan actions, including timelines for completion, anticipated budgets, additional resources required, and other key information to support completion. Department work plans will inform future operational and capital budgeting processes. These work plans should be reviewed and updated (if required) at the beginning of each fiscal year.

CONDUCT ANNUAL REPORTING

Progress implementing *Charting Our Course 2027* will be reported on annually to Council and the broader community through an Annual Report. This Report will include the highlights of progress made throughout the year in each of the Strategic Focus Areas. Further, all staff reports to Council should demonstrate alignment with the Strategic Plan and refer to the specific Strategic Focus Areas and Goals achieved where applicable.





Christmas in Kenora
Image Source: City of Kenora

REGULAR ADMINISTRATIVE COUNCIL REPORTS

To reinforce the interrelatedness with *Charting Our Course 2027*, where appropriate, reports to Council will demonstrate alignment with the goals and vision of this plan. Council reports will also provide recommendations relating to the overall implementation of the plan.

ALIGN WITH OTHER CITY PLANS

The Vision, Strategic Focus Areas, Goals and Actions within *Charting Our Course 2027* should inform the development of future policies, plans, strategies, and by-laws. This includes demonstrating alignment of future planning, policy, and by-law development initiatives with the direction contained in *Charting Our Course 2027* where possible as part of the adoption and/or endorsement process with Council.

ESTABLISH INTERNAL AND EXTERNAL PARTNERSHIPS

As the City progresses with the implementation of the *Charting Our Course 2027*, existing internal and external partnerships will need to be enhanced and new ones established. Internal partnerships are defined as those between City departments, while external partnerships include community groups, residents, private organizations, other municipalities, and different levels of government. The City will take different roles in respect to leading, supporting, and facilitating relationships required to successfully achieve *Charting Our Course 2027* implementation.

REVIEWING AND UPDATING THE STRATEGIC PLAN

Charting Our Course 2027 is a 'living document' with an anticipated five-year lifecycle. The City will initiate a comprehensive review and update of *Charting Our Course 2027* by year-end 2027. Yearly assessments of *Charting Our Course 2027* should be conducted as part of the annual review process of established Department Work Plans.

FOR MORE INFORMATION

We invite you to seek more information on the *Charting Our Course 2027 Strategic Plan* and its related contents.

ADDRESS:

1 Main Street South, Kenora, Ontario, P9N 3X2

HOURS OF OPERATION:

Monday – Friday 8:30am – 4:30pm

PHONE:

807-467-2000

EMAIL:

service@kenora.ca

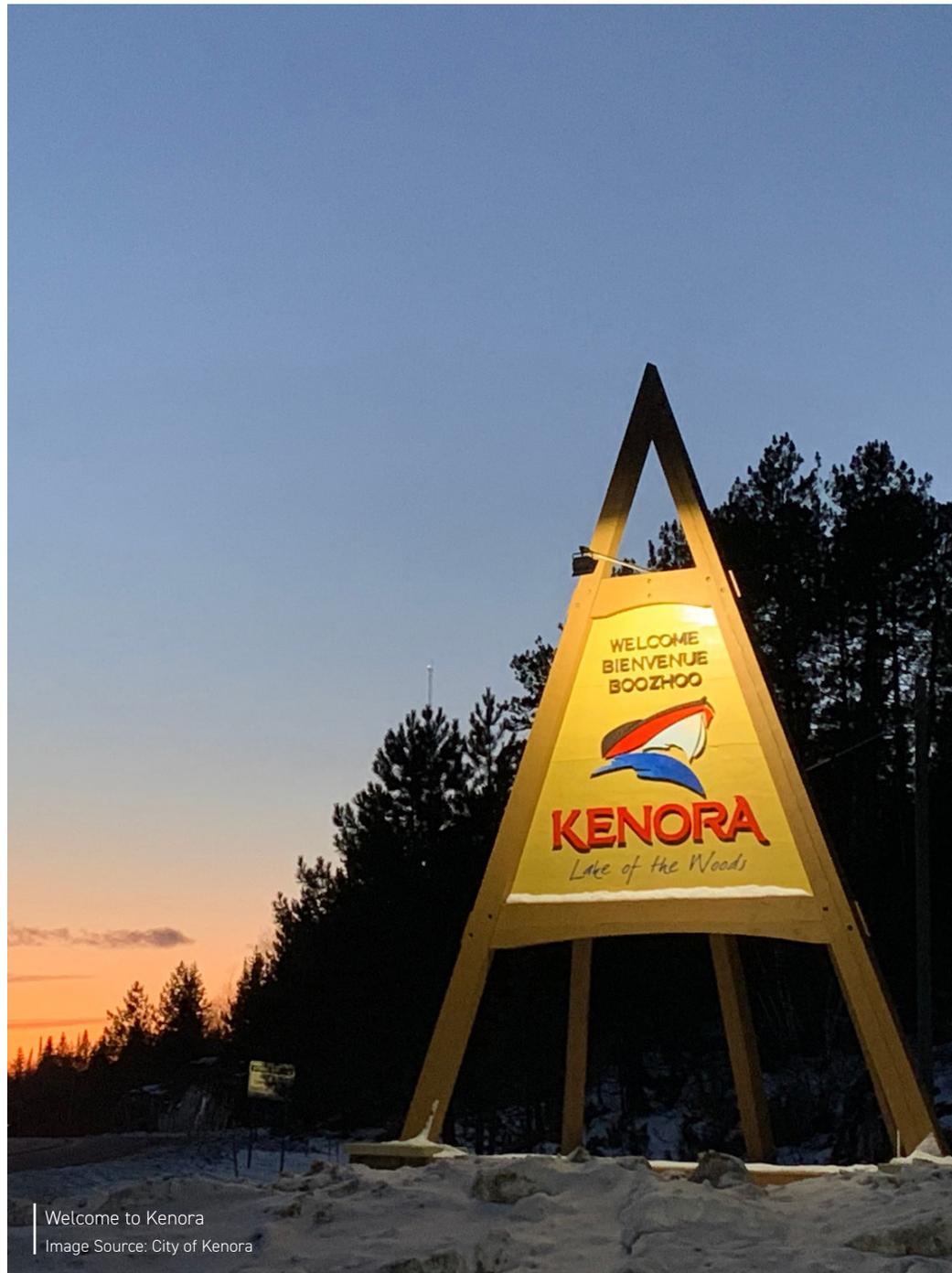
WEBSITE AND SOCIAL MEDIA:

www.kenora.ca

www.facebook.com/CityofKenora

www.twitter.com/CityofKenora

www.instagram.com/thecityofkenora



Welcome to Kenora
Image Source: City of Kenora





March 26, 2022

City Council Committee Report

TO: Kyle Attanasio, CAO

FR: Heather Pihulak, Director of Corporate Services

RE: Community Emergency Management Coordinator (CEMC)

Recommendation:

That three readings be given to a bylaw to appoint Kent Readman, Fire Chief, as the Community Emergency Management Coordinator (CEMC) for the City of Kenora effective April 19, 2022; and further

That Council appoints David Pratt, Deputy Fire Chief, as the Alternate Community Emergency Management Coordinator (CEMC) for the City of Kenora; and further

That By-Law Number 73-2021 be hereby repealed.

Background:

In order to ensure the development and implementation of a municipal emergency management program in accordance with the Emergency Management and Civil Protection Act, each municipality in Ontario must designate a Community Emergency Management Coordinator (CEMC). The CEMC coordinates the development, implementation and maintenance of the community's emergency management program. Ontario Regulation 380/04 made pursuant to the Emergency Management and Civil Protection Act requires that every municipality to designate an employee of the municipality or a member of the Council as its Emergency Management Program Coordinator.

The Emergency Management Program Coordinator shall co-ordinate the development and implementation of the municipality's emergency management program within the municipality and shall co-ordinate the municipality's emergency management program in so far as possible with the emergency management programs of other municipalities, of ministries of the Ontario government and of organizations outside government that are involved in emergency management.

Budget: N/A

Communication Plan/Notice By-law Requirements: Bylaw Required. Update of EMO-Program Verification Form 4-1 CEMC Designation.

Strategic Plan or other Guiding Document:

Aligns with the City of Kenora's Values Goals and Corporate Actions:

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 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.

3-14 The City will forge stronger relations with neighboring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and neighboring communities.



April 5, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Community Services

Re: Cemetery Rate Increases

Recommendation:

That Council gives three readings to a by-law to authorize the new Schedule of Rates to be used in connection with the Lake of the Woods Cemetery; and further

That the ONTARIO REGULATION 30/11 - Funeral, Burial and Cremation Services Act, 2002, S.O 2002, C-33 provides that an owner of a cemetery may make by-laws for regulating the operation of the cemetery; and further

That the Council of the Corporation of the City of Kenora hereby enacts as follows: -

That the attached Lake of the Woods Cemetery Schedule of Rates be hereby adopted;
That By-law Number 87-2020 (Existing Rates) be hereby repealed; and further

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

Background:

The existing Lake of the Woods Cemetery Schedule of Rates were created in May 2020 to address the addition of a new private columbarium, adjust rates to more closely align with accepted rates of neighboring communities as well as update our minimum care and maintenance fund requirements as mandated by the Ministry of Government and Consumer Services.

Under the Funeral, Burial and Cremations Act, the Ministry of Government and Consumer Services is required to review the prescribed care and maintenance fund account contributions every five years.

In January 2022 the Ministry increased the minimum care and maintenance fund contribution threshold for cemetery operators which has resulted in an internal review and increase in our Schedule of Rates to cover the new requirements and confirm alignment with neighboring municipalities. Care and Maintenance contributions, formerly known as Perpetual Care, became mandatory in Ontario in 1955. A percentage of Interment Rights purchased is put into the Care & Maintenance Trust Fund. The Cemetery can use the interest generated from the reserve to help maintain the Cemetery. Regular Care & Maintenance

activities include: cutting grass, leveling graves, planting and caring for trees, snow removal, and maintenance of water supply systems, roads and drainage.

Budget: On average over the last four years the Cemetery has required transfers from the City of Kenora of \$179,000 annually. Increased user fees and earned interest will provide additional revenues to the Cemetery and help reduce City of Kenora subsidy to the operation while adding to the perpetual care and maintenance fund.

Communication Plan/Notice By-law Requirements: City Clerk, Accounts Receivables, Cemeterian, public notice via renewal notices, Bereavement Authority of Ontario.

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

The Corporation of the City of Kenora

By-law Number ~~87 - 2020~~

A By-law to establish a Schedule of Rates to be used in connection with the Lake of the Woods Cemetery

Whereas the Lake of the Woods Cemetery in the City of Kenora is owned by the Corporation of the City of Kenora; and

Whereas the Cemeteries Act, (Revised,) R.S.O. 1990, Chapter C-4, provides that an owner of a cemetery may make by-laws for regulating the operation of the cemetery;

Now Therefore the Council of the Corporation of the City of Kenora hereby enacts as follows:

1. That the attached Lake of the Woods Cemetery Schedule of Rates be hereby adopted.
2. That By-Law Number ~~23-2017~~, as amended, of the City of Kenora is hereby repealed.
3. That this By-Law shall come into force and be in effect upon its passing.

By-law read a First and Second Time this ~~19th day of May, 2020~~

By-law read a Third and Final Time this ~~19th day of May, 2020~~

The Corporation of the City of Kenora:-

Daniel Reynard, Mayor

Heather L. Pihulak, City Clerk

Lake of the Woods Cemetery – Schedule of Rates

Interment Rights:

Single Grave	\$ 930.00 \$ 1025.00
Double Plot	\$ 1,070.00 Remove
Cremated Remains Plot	\$ 450.00 \$ 495.00
Family Columbarium Headstones (4 crypts)	\$ 900.00 \$ 990.00
Columbarium One:	
- Bottom 2 rows	\$ 925.00 \$ 1,019.00
- Middle 2 rows	\$ 1090.00 \$ 1,199.00
- Top 3 rows	\$ 1315.00 \$ 1495.00
Columbarium Two:	
- Bottom 2 rows	\$ 1,700.00 \$ 1,870.00
- Top 4 rows	\$ 1,800.00 \$ 1,980.00
Private Columbarium	\$ 550.00 No Change

New Plots with concrete foundation surcharge ~~\$ 250.00~~ \$ 275.00

OPENING & CLOSING COSTS:

Full Burial	Summer	\$ 750.00 \$ 825.00
	Winter	\$ 950.00 \$ 1,045.00

Cremated Remains	\$ 450.00 \$ 495.00
Double Cremated Remains	\$ 472.50 \$ 742.50
Columbarium	\$ 150.00 \$ 165.00
Double Columbarium	\$ 225.00 \$ 247.50
Private Columbarium	\$ 150.00 Remove
Late Working Charge / Hour	\$ 125.00 \$ 137.50
Saturday Opening & Closing costs:	
Full Burial (Interment Fee +)	\$ 500.00 (extra) \$ 550.00
Ground Cremation (Interment Fee +)	\$ 250.00 (extra) \$ 275.00
Columbarium (Interment Fee +)	\$ 275.00 (NEW)

CRYPTS:

Single Plot - 4.5' x 12' (No Foundation, foundation by purchaser)	\$ 1,835.00 \$ 2,020.00
Double Plot – 9' x 12' (No Foundation, foundation by purchaser)	\$ 3,675.00 \$ 4,040.00

Disinterment Fees:

200% of Opening and Closing Costs

Inscription Fee:

For Columbarium's Only	\$ 700.00 \$ 770.00
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Marker Care & Maintenance:

Flat Marker	\$ 50.00 \$ 100.00
Upright Monument (To 4 ft in height or width)	\$ 100.00 \$ 200.00
Upright Monument (Over 4 ft in height or width)	\$ 200.00 \$ 400.00

Foundation Preparation:

Flat Marker	\$ 75.00 \$ 82.50
Upright Monument (To 4 ft in height or width)	\$ 100.00 \$ 110.00

Upright Monument (Over 4 ft in height or width)	\$ 200.00 \$ 220.00
Bench	\$ 100.00 \$ 150.00

Headstone Installation (By City Staff):

Flat Marker	\$ 50.00 \$ 55.00
Upright Monument (To 4 ft in height or width)	\$ 100.00 \$ 110.00
Upright Monument (Over 4 ft in height or width)	\$ 150.00 \$ 165.00

Name Searches:

Individual Names	\$ 10.00 per name
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Miscellaneous Rates:

Temporary Metal Grave Marker	\$ 10.00
Rough Box – Handling Fee	\$ 100.00 \$ 110.00
Vault – Handling Fee	\$ 200.00 \$ 220.00
Administration Fee (per contract)	\$ 25.00

Cemetery Tours:

Regular Day Tours	\$ 3.00 /person
Night Tours	\$ 5.00 /person
School Tours	No charge

Tours On Request:

Regular Working Hours	\$ 50.00 + \$3.00 per person
Saturday or Evening Hours	\$ 100.00 + 5.00 per person

** All fees are subject to H.S.T. where applicable.

April 5, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Community Services

Re: Application to the Ontario Trillium Foundation - Resilient Communities Fund

Recommendation:

That Council hereby authorizes a funding application to the Ontario Trillium Foundation under its Resilient Communities Fund; and further

That Council approves any cost overruns associated with this project.

Background:

The Resilient Communities Fund is a funding envelop to support recovery efforts for Municipalities as a result of COVID 19. This funding is intended to support projects that are immediate, medium and longer-term recovery projects.

Applicants can apply for up to \$200,000 and there is no requirement for the municipality to co-fund the project.

Projects should demonstrate how the project helps to rebuild an organization's capacity, enhance their resiliency, and meet changing needs of the community that focus on:

- Developing new approaches;
- Starting new activities;
- Adjusting strategies, or
- Planning for future challenges.

Administration feels that planned recovery efforts are a good fit for the criteria identified.

Coming out of COVID, Administration feels that there is a need regain momentum lost during the pandemic. This project will entail developing targeted marketing material specific to certain types of developers and investors based on their unique needs and wants. This will enhance relationships, improve turn-around times and generate resource material that is essential to developers making decisions to invest in Kenora.

Budget: There is no negative financial impact related to this application.

Risk Analysis: The financial risk of this applications is related to not submitting for funding. If successful, the City of Kenora will be in an improved financial position.

Communication Plan/Notice By-law Requirements: By-law if contribution agreement is received from the Ontario Trillium Foundation.

Strategic Plan or other Guiding Document:

This application aligns with objectives identified in the 5 year Tourism and Economic Development Plan.



April 5, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Community Services

Re: Collaboration Agreement – Science North

Recommendation:

That Council hereby authorizes the Mayor and Clerk to execute a Collaboration Agreement between The Corporation of the City of Kenora and Science North; and further

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

Background:

The City of Kenora and Science North have a strong relationship. Science North develops programming targeted towards school age kids and adults that they bring to local markets in Northern and Northwestern Ontario including Kenora.

The organizations mandate and successes include:

- Over 11 million admissions. Science North has grown to become Canada's 2nd largest science centre and Dynamic Earth is the 8th largest.
- Plays a significant role in bolstering the local, Northern and provincial economies.
- Contributes to the economy by attracting tourists, creating jobs, creating products for international markets and supporting community development across Northern Ontario.
- Operations and the visitor spending it generates, support 660 direct and indirect jobs each year.
- Has an annual economic impact of \$55 million and, since opening in 1984, has had a \$2 billion impact in Ontario.
- Helps bolster the local economy of communities across the North through sharing resources and expertise with partner attractions to provide exhibits that increase attendance and revitalize the attractions.
- Has become a science centre for all of Northern Ontario, with its Science Festivals, exhibits, summer science camps, outreach programs and other activities reaching over 110,000 people in more than 100 communities in 2019-20, including 35 First Nation communities.

In collaboration with the City of Kenora, past, present and future programming in Kenora includes:

Permanent Exhibits

Northern Nature Traders -A permanent exhibit where individuals collect an item from the outdoors (ie. pine cone) and learn about it. The individual brings that item to the Discovery Centre and depending on its rarity and information gathered are awarded points.

Think Hub - A 30 square foot exhibit combining science, technology, engineering and mathematics to encourage hands-on experimentation with real tools.

Past Exhibits

Wildlife Rescue Exhibit - A 3000 square foot travelling exhibit where individuals were able to explore the innovative ways used to capture, raise and release endangered species back to the wild in the Species Recovery Centre. They discovered techniques used to teach young animals essential survival skills. This exhibit was staffed with a blue coat (Science North staff) who worked with both school boards to offer educational programming to over 20 classes.

Planetarium "Under the Same Stars: Minwaadiziwin" – A travelling planetarium where visitors were able to learn about the stars, planets and galaxies through live presentations presented by Science North Staff Scientists.

Beyond Human Limits – A 900 square foot travelling exhibit that takes you inside the minds and bodies of extreme athletes to explore the psychology, physiology, and physicality of some of the most extreme activities in the world. You will experience the thrill of extreme sports in exciting, interactive exhibits and immersive environments.

Guinness Book of World Records - A 900 square foot travelling exhibit that is a hands-on experience on the topic of Guinness World Records and record-breaking skills.

Upcoming Exhibits

Go Deeper – New Experiences - hands-on experience to learn more about geology, mining and the impact of critical minerals

Indigenous Ingenuity exhibition- interweaves traditional Indigenous knowledge and techniques with modern science, providing visitors with opportunities to hear bearers of Indigenous knowledge share how their culture is linked with innovation. We are confident that this experience will draw audiences to our attraction, allowing visitors to experience Indigenous culture in Canada through the lens of science and innovation.

Events

Science Carnival – Hosted a week-long event in 2021 in partnership with Tourism Kenora to promote science within the community. Planning stages for 2022 are underway

Science Roadshow - Private and public sector partners, including local tourism operators and small businesses, will be eager to participate in a unique "Staycation Showcase" event in Kenora, which will offer fun and educational experiences to attract a local audience. The event will showcase the breadth and variety of tourism opportunities in our area, inspiring residents to travel and vacation inside the region of Northern Ontario.

In February, 2022, Science North approached the City of Kenora to discuss the potential of collocating two staff at the Discovery Centre. The rationale is they have two permanent exhibits set up at the Discovery Centre and over the next number of years there are several more planned exhibits for Kenora. In addition, if they had permanent staff in Kenora, they would be in a position to offer additional programming in the community which would help bolster activity thereby creating a more vibrant community. With this view, Community Services staff looked at the potential to house Science North staff on a temporary basis in the Discovery Centre. The solution was to set-up portable

temporary space in the under-utilized amphitheater. In addition, existing permanent exhibits would be relocated to the amphitheater to free-up space in the main open area to allow for enhanced Tourism exhibits and displays.

As part of the Collaboration Agreement, the Agreement outlines the exhibits that Science North has planned for Kenora from March 2022 to March 2024. In addition, Science North would agree to \$70,000 in improvements to the Discovery Centre to compensate the City of Kenora for rent associated with the space being occupied. Improvements include: a projector, sound system, screen with aspect ratio suitable for films, and supporting infrastructure; and if surplus funds are available, include installation of videoconference infrastructure such as cameras.

The Collaboration Agreement captures the nature of the relationship for the next two years.

Budget:

There is no additional financial pressure to the City of Kenora as a result of this recommendation.

Communication Plan/Notice By-law Requirements: Bylaw

ERM Assessment:

As per the requirement of the City's ERM Policy, there is a low risk associated with this project.

Strategic Plan or Other Guiding Document:

- 1-9 The City will promote Kenora as a 365-day lifestyle destination.

- 2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, 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.

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



April 5, 2022

City Council Committee Report

TO: Kyle Attanasio, CAO

FR: Stace Gander, Director of Community Services

RE: Janitorial Cleaning Contract

Recommendation:

That Council hereby accepts the tender submitted by RAS Facility Services, in the amount of \$ 636,197.53 (plus HST) for the janitorial servicing of multiple City facilities for 2022, 2023 and 2024 as outlined in their tender submission; and further

That Council authorize the Mayor and Clerk to enter into a Contract with RAS Facility Services for the delivery of the services; and further

That a by-law be passed for this purpose.

Background:

The Janitorial Contract provides services to various locations on a contract basis which is re-tendered every three (3) years. The Janitorial service provider is responsible for all labour, materials and equipment necessary for the execution of required works to the specifications as outline in the 2022-2024 Janitorial Washroom Contract, at the following locations: City Hall, Operations Center, Transfer Station, Kenora Public Library, Discovery Center and the Kenora Recreation Center.

Tenders for the Janitorial Contract closed on March 17th 2022, with two (4) companies submitting tender pricing:

Bee Clean Janitorial	\$ 626,671.23 (plus HST)
New System Building and Property Services LTD.	\$ 645,975.00 (plus HST)
RAS Facility Services	\$ 683,491.72 (plus HST)
MTO Janitorial	\$ 821,261.14 (plus HST)

Upon review of the tender submissions and subsequent scoring it was discovered that the RAS tender for the first year was for twelve full months and not the seven months remaining in the year. RAS also scored high in the evaluations with the use of finger print scanners located at the Kenora Rec Center and the Operations Center as well as innovative staffing models, additional hours and a phone app for City Staff to communicate deficiencies.

Budget: The value of the contract has been built into the 2022 operating budget.

Risk Analysis:

As per the requirements in the City's ERM Policy, there is a minor unlikely Legal (Compliance) factor as the contractor may fail to uphold general specifications detailed

within the Janitorial Contract. This will be monitored on a frequent basis to ensure the contractor is aware of expected specifications.

Communication Plan/Notice By-law Requirements: bylaw for contract agreement

Strategic Plan or Other Guiding Document:

- 1-9 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 neighbors.
- 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 systems2-4 The City will act as the catalyst for continuous improvements to the public realm.
- 2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support quality of life.



April 5, 2022

City Council Committee Report

TO: Kyle Attanasio, CAO

FR: Stace Gander, Director of Community Services

RE: Parks Public Washroom Contract

Recommendation:

That Council hereby accepts the tender submitted by New System Building and Property Services Ltd., in the amount of \$77,328 (plus HST) for the servicing of public restrooms as outlined in the tender submission be hereby accepted; and further

That Council authorize the Mayor and Clerk to enter into a Contract with New System Building and Property Services Ltd. for the delivery of the services; and further

That a by-law be passed for this purpose.

Background:

The Parks Public Washroom Contract provides services to various locations on a contract basis which is re-tendered every three (3) years. The Parks Public Washroom service provider is responsible for all labour, materials and equipment necessary for the execution of required works to the specifications as outline in the 2022-2024 Parks Public Washroom Contract, at the following locations: Keewatin Beach, Norman Beach and Park, Garrow Beach and Park, Portage Bay Recreational Area, Millennium Ball Park (A&W), Co-op Ball Fields (Jaffray Melick), Kenora Central Park, Beatty Park and Lake of the Woods Cemetery.

Tenders for the Parks Public Washroom Contract closed on March 17th 2022, with two (2) companies submitting tender pricing:

New System Building and Property Services LTD.	\$ 77,328.00 (plus HST)
MTO Janitorial	\$ 121,296.19 (plus HST)

Budget:

The value of the contract has been built into the 2022 operating budget.

Risk Analysis:

As per the requirements in the City's ERM Policy, there is a minor unlikely Legal (Compliance) factor as the contractor may fail to uphold general specifications detailed within the Parks Public Washroom Contract. This will be monitored on a frequent basis to ensure the contractor is aware of expected specifications.

Communication Plan/Notice By-law Requirements:

Resolution required.

Distribution: C. Edie, H. Pihulak, S. Clifford

Strategic Plan or Other Guiding Document:

- 1-9 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 neighbors.
- 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 systems²⁻⁴ The City will act as the catalyst for continuous improvements to the public realm.
- 2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support quality of life.
- 2-10 The City will continue to explore opportunities to develop and improve on our beaches, parks and trails.



March 29, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Lori Nelson, Manager of The Muse

Re: Seniors Community Grant Application

Recommendation:

That Council approves an application by The Muse to the Seniors Community Grant to provide funding for free/subsidized arts/heritage programming at the Lake of the Woods Museum and the Douglas Family Art Centre from October 2022-March 2023.

Background:

The Ministry for Seniors and Accessibility offer a Seniors Community Grant for projects/programs that align with their four priorities:

1. Strengthen the safety and well-being of older adults.
2. Adapt and deliver programs and services to isolated older adults either virtually or in-person so that they can stay active and socially engaged.
3. Create safe opportunities for older adults to network and increase engagement in community labour markets through virtual mentoring, volunteerism, and training to support entrepreneurship.
4. Focus on supporting these priorities for rural and urban Indigenous communities, specifically, Indigenous seniors.

The Lake of the Woods Museum and Douglas Family Art Centre will develop a series of arts/heritage-related programs which will be offered from October 2022 to March 2023. This free or highly subsidized programming aligns with Ministry's priority 2. It will engage those 55+ in creative hands-on and listen/learn activities at both the Museum and Art Centre and will engage 55+ volunteers in the presentation of those programs.

Similar programming was presented at The Muse from February-June 2022 and the response and interest was extremely high. This programming was also funded by a Seniors Community Grant.

Budget: There is a positive budget impact to The Muse's operating budgets, upon grant approval.

Risk Analysis: There is a low risk in this application. If the funding is received the free/subsidized programming will be offered. If the grant application is not approved, alternative funding sources will be sought or the programming will be offered at a cost.

Communication Plan/Notice By-law Requirements:

No by-law required.

Strategic Plan or Other Guiding Document:

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



April 1, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Community Services
Josh Nelson, Manager of Tourism and Recreation

Re: New Tourism Destination Brand

Recommendation:

That Council hereby accepts the new Tourism Destination Brand.

Background:

In July 2021, the City of Kenora secured the services of Wake Marketing through a competitive process. Deliverables related to the project includes:

- Redevelop the Tourism Destination Brand;
- Design a new tourism destination logo;
- Develop detailed target marketing profiles of individuals to attract to Kenora;
- Redevelop a visitor focused website; and
- Develop a detailed one year marketing plan including budget allocation by month, marketing medium and target market segment.

Over the past eight months, staff, in consultation with external stakeholders, have worked closely with Wake Marketing to develop these deliverables that will position Kenora as a destination of choice for visitors.

As part of the project, staff will be equipped with a comprehensive set of marketing assets and tools including a new visitor focused website that will assist in the implementation of successful marketing campaigns.

A detailed marketing operational plan will be delivered in the coming months which will be used to deliver the brand and provide guidance to Administration on deliverables to accomplish the target market segments.

Budget: The total budget for this project was \$80,000.00, of which \$48,351.71 was funded through brand leadership reserves and \$31,648.29 from the Municipal Accommodation Tax reserves.

Risk Analysis: Risk associated with this project would be considered minor and be related to the City's ability to achieve its brand promise and vision.

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

Strategic Plan or other Guiding Document:

Tourism and Economic Development Strategy

Objective 1.1 – Enhance four-season visitor experiences

Tactic – Support and develop effective marketing and promotion of local and regional tourism products

Action – Create comprehensive Marketing Strategy for tourism which includes branding



JUMP IN

KENORA LAKE OF THE WOODS

Tourism Kenora Destination Brand

The following pages tell the story of the new destination brand for Tourism Kenora. This brand/wordmark will be the foundational element in Kenora's efforts to attract and retain visitors. This destination brand was created with oversight from City of Kenora leadership with assistance from community tourism and hospitality stakeholders.



Developed by: Wake Marketing, Kenora ON
April 2022



The Brand

Nestled on the shores of Lake of the Woods, where the prairies meet the Canadian Shield, lies Kenora - an oasis of adventure and exploration. A world-renowned playground boasting some of the best boating, fishing, swimming, paddling and sightseeing you'll experience anywhere. Hiking trails in the summer become skiing trails in the winter. Wide open boating expanses become snow machine raceways and ice fishing hut neighbourhoods. Beyond days of exploring, the relaxed urban atmosphere of locally-owned shops and restaurants provides the quintessential cheery on top of any visit.



The Lake

Lake of the Woods is what we are selling. Period. Visitors love our restaurants, our shops, and our events. But they are not coming here because of those things. They are coming here to experience the lake or visit folks who live the lake lifestyle every day.

We now know the lake is about more than boating – we tried this and it did not resonate with visitors who enjoy the lake as a swimmer, sightseer and so much more. Moving forward when we mention the lake – which will be often – we'll be inclusive to all activities and participants.



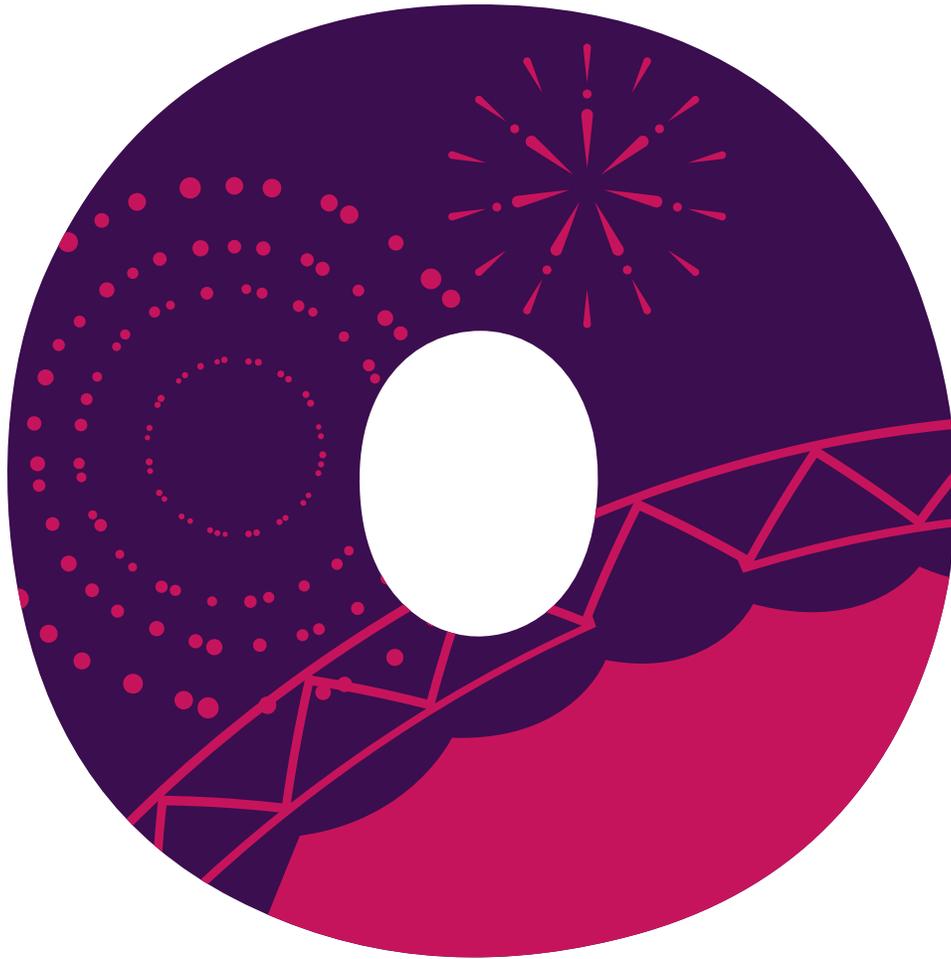
Small Town Charm

Kenora is a city by definition. But small-town charm is what defines us. No traffic congestion, no overcrowding, no line-ups. Friendly neighbourhoods, collective cooperation, quaint community. Kenora has the amenities of a semi-urban city without the big city congestion and hassles.



The Night Sky

Wide open spaces have become a vital piece of today's visitor experience. The vastness of our natural environment is world-class, as is the spectacle of the night's sky. What we see looking up is simply unimaginable from within the big city's lights. From the Harbourfront, a campsite or out on the lake, we offer an unfiltered, undistorted view of the galaxy that surrounds us.



Festivals and Events

Kenora has great festivals and events that attract both locals and visitors. The flagship events centralize at the Whitecap Pavilion in the peak of the summer. Additionally, Kenora boasts smaller music festivals and concerts, and a handful of fireworks celebrations throughout the year.



Boreal Forest

Second in popularity for visiting adventurers – only to Lake of the Woods itself – is the boreal forest which surrounds it. The forest provides a setting for eco-tourists of all ages to walk, hike, bike, camp and explore. Whether you are out for a leisurely walk with friends and family or tackle wild terrain, Kenora has it all in our backyard, and our front yard too!



Culture

Kenora is an extremely diverse community, and we want to represent the demographics that people see around town. One simply must attend a pow wow or a fall feast to fall in love with this vibrant culture. It's something that we need to share with visitors. Travelers love to soak up local culture, and these memorable experiences are something our community can provide.

LAKE OF THE WOODS

Lake of the Woods

It's impossible and unbecoming to separate Kenora from Lake of the Woods. Kenora provides all the amenities – the restaurants, stores, and services – but the lake is the reason the visitor is here. Including “Lake of the Woods” in the brand elements communicates to the potential visitor that visiting means more than unique community experience, it also includes a world-class swimming, boating, fishing, and scenic experience.

JUMP IN

Jump In

The recent Tourism Kenora brand positions have anchored in statements of fact, promises to aspire to and deliver – A Natural Attraction; North America's Premier Boating Destination.

Turning the page, we are here to create action. An invitation. A playful yet serious call. Jump in. Immerse yourself. Come and try it out. Experience the thrill. Kenora awaits.



March 22, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

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

Re: Chipman Street Pocket Park – Self-Cleaning Washroom Contract Award

Recommendation:

That Council of the City of Kenora hereby accepts the proposal from Enterprises Urben Blu Inc. related to the supply and installation of a self-cleaning washroom unit; and further

That authorization is hereby given for the Mayor and Clerk to execute an agreement between the Corporation of the City of Kenora and Enterprises Urben Blu Inc. and further

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

Background:

The City of Kenora began capital construction on the next phase of downtown revitalization (DTR) in the area of Chipman Street and First Street South in 2019. Through this project, an area for the development of a pedestrian friendly space, including a new public washroom facility, was serviced during road construction.

Given the lack of public washroom facilities in the downtown and associated maintenance challenges with existing facilities, the City has identified the opportunity for a self-cleaning, accessible, automated washroom pilot for this area.

The City of Kenora delivered a competitive process to select a supplier for the self-cleaning washroom unit and one bid was received from Enterprises Urben Blu Inc. for the manufacture and install of a facility with one washroom unit and one office space unit in the amount of \$261,600 plus HST. The addition of a secondary space allows opportunity for potential programming in the pocket park, either by the municipality or community partners.

This project will be undertaken in conjunction with the detailed design and capital work commencing at the park in 2022. Staff anticipate that both scopes of work will be completed by November.

Budget:

In the 2022 Capital Budget, the total projected costs for the park \$418,426 for the pocket park development considers \$150,000 from the Kenora District Services Board, \$100,000 from the Municipal Accommodation Tax and \$17,500 from a DTR holdback. The net impact to the tax levy is \$140,926.

Risk Analysis: There is a high financial risk associated with this project given the magnitude of the expenditure, however, this is reduced by partner contributions. There is also a risk associated with governance however this is considered an opportunity to strengthen community partnerships and address a major need in Kenora's downtown.

Communication Plan/Notice By-law Requirements:

By-law required

Strategic Plan or other Guiding Document:

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

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



March 28, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Adam Smith, Director of Development Services

Re: Sustainability Action Plan

Recommendation:

That Council supported a funding agreement with the Federation of Canadian Municipalities (FCM) for the development of a Sustainability Action Plan; and further

That the Sustainability Advisory Committee led the development of the multi-sectoral Plan which included public input; and further

That Council hereby accepts the Sustainability Action Plan as prepared by Kennedy Consulting.

Background:

Kenora's first Sustainability Action Plan is intended as providing overarching guidance for a suite of projects that build local resilience to climate change in ways that help advance reconciliation and grow the green economy.

This Plan provides a framework and direction for 14 sustainability projects. It includes an overarching vision, objectives and guiding principles, as well as the leads, key implementation steps, funding opportunities and measures of success for each project.

In 2020, the City established the Sustainability Advisory Committee to spearhead the development of the Plan which is characterized as being a community led and municipally supported, multi-sectoral Plan. Upon approval, the committee will participate in the creation of annual work plans to advance actions of the Plan.

The project benefited from funding support from the Federation of Canadian Municipalities (FCM) and is in alignment with the stated deliverables of the funding agreement.

Budget:

Total budget for the project was \$80,000 with 50 percent of costs supported by FCM.

Budget for implementation will be considered in future years as funding and partnership opportunities arise.

Risk Analysis:

The risk to governance is deemed to be moderate given the number of actions proposed and availability of dollars to support these priorities. Staff have mitigated the risk by building a Plan that is contingent on partnerships and community involvement. Further, it does not sunset until 2031 providing a realistic timeframe for deliverables to be met.

Communication Plan/Notice By-law Requirements: Resolution required

Strategic Plan or other Guiding Document:

- 2-4 The City will act as the catalyst for continuous improvements to the public realm.
- 2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.
- 2-11 The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations.
- 2-14 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

Lake of the Woods



SUSTAINABILITY ACTION PLAN

The First Sustainability Action Plan
for the City of Kenora (2022 – 2031)



in collaboration
with



February 2022

ACKNOWLEDGEMENTS

This first Sustainability Action Plan (SAP) for the City of Kenora was developed in collaboration with City staff from various departments, members of the City's Sustainability Advisory Committee (SAC), other local organizations, and interested members of the community.

Special thanks are extended to the SAC members for their interest and feedback throughout the process, and their ongoing commitment to promoting the SAP while also helping to move it forward and track its progress. The members of the SAC include City staff and up to 14 members representing: Treaty Partners, Lake of the Woods District Stewardship Owners Association, Kenora District Services Board, the Northwestern Health Unit, local educational institutions, local utility providers, local youth, the community-at-large, and City Council.



"Living Nature Friendly" by Azalea Kirkpatrick, Youth Submission
Sustainability Action Plan art contest submission, March 2021

Art featured in this Plan was solicited through a youth and adult art contest for this project. The City of Kenora recognizes and thanks all participants for their contributions to the Sustainability Action Plan art contest in early 2021.

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This project was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, this Plan reflects the views of the authors and the City project managers; the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.

Cover Image Credit: "Kenora Poster" by Payton Kozak, Sustainability Action Plan art contest submission, March 2021

TREATY 3 LAND ACKNOWLEDGEMENT

In the spirit of reconciliation, the City of Kenora acknowledges that we are on the traditional territory of the Anishinaabe and Métis of Treaty #3.

The City of Kenora was originally the land base of one collective First Nation community, which was separated into three communities now known as Wauzhushk Onigum, Niisaachewan, and Washagamis Bay First Nations. Kenora now sustains many others, all of whom have been welcomed to peacefully share and care for these ancestral Lands and Waters.

To support stewardship of the land, the City recognizes the importance of a strong relationship with our Treaty #3 partners. The City of Kenora also acknowledges that our economy greatly benefits from the Anishinaabe and Métis that live in and around the City.



Credit: The Heart of Turtle Island website, 2020

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Patricia Kambitsch, graphic illustration from the Phase 3 Sustainability Action Plan Focus Group Workshops, October 2021

1 THE IMPERATIVE FOR ACTION

Linking Sustainability, Climate-Positive Actions and Reconciliation

The challenges of climate change are most effectively addressed when environmental, economic and social issues are considered together. The urgency of addressing these challenges has never been greater, and initiatives at the municipal level can make meaningful contributions.

To this end, the City of Kenora is committed to increasing local sustainability and building community resilience to climate change through a range of local initiatives and partnerships, including the implementation of this Sustainability Action Plan, the first in Kenora.

Kenora is home to many First Nations and Métis and is surrounded by many First Nations communities. The vision for this Plan (see below) speaks to building pathways to reconciliation while also safeguarding the land and water resources that sustain the community. It is therefore hoped that implementation of this Plan will help build relationships with the Anishinaabe and other Treaty Partners within and outside of the City, while also moving forward meaningful actions that will help grow the green economy and contribute to climate change action locally and globally.

Climate-positive directions for governments outlined by the [UN Secretary-General](#) that are inherently sustainable:

1. Green transition (i.e., investments must accelerate the decarbonization of all aspects of our economy)
2. Green jobs and sustainable and inclusive growth
3. Green economy (i.e., making societies and people more resilient through a transition that leaves no one behind)
4. Invest in sustainable solutions (i.e., end fossil fuel subsidies)
5. Confront all climate risks
6. Cooperation (i.e., no country can succeed alone)



Downtown Kenora (Credit: Wikipedia 2021)

Sustainability Plan Overview and Intent

Kenora's first Sustainability Action Plan is intended to be community-based, action-oriented and provide the overarching guidance for a suite of projects that build local resilience to climate change in ways that help advance reconciliation and grow the green economy.

This Plan provides a framework and direction for 14 sustainability projects. It includes an overarching vision, objectives and guiding principles, as well as the leads, key implementation steps, funding opportunities and measures of success for each project.

These 14 projects build on current directions and initiatives, draw on best practices and precedents (see the Phase 2 *Moving Into Action* report on the City's website) and were selected and developed based on input from the City, the Sustainability Advisory Committee (SAC), existing and potential partners, the community-at-large, and subject matter experts from the consulting team.

This Plan is a living document whose implementation details will evolve over the next decade in response to the partnerships that develop, the nature and extent of the funding that is secured, and the opportunities for green development that arise in the community. This Plan provides a framework for meaningful action, with the details for each project to be further developed and implemented by the respective project leads (as outlined in Section 5).



“Community Garden” by Nicole Melilo
Sustainability Action Plan art contest submission, March 2021

This Plan is a Living Document

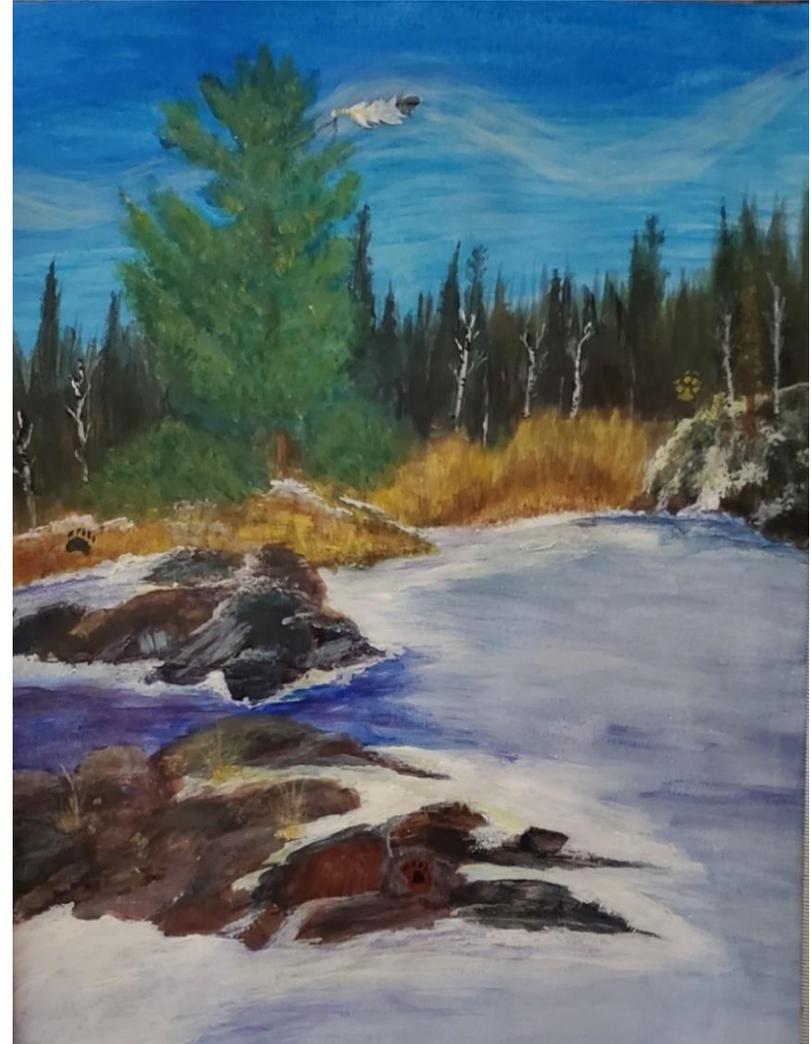
This Plan is a living document designed to grow and evolve in collaboration with and based on guidance from our partners. This Plan is anticipated to be revised as needed in relation to changes in the available information and applicable technologies, available resources, and applicable funding program requirements.

Engagement for this Plan was undertaken through a three-phased process, as outlined in Appendix A.

Outreach was made to the Grand Council of Treaty Three (GCT3), Kenora Métis Council, the Kenora Chiefs Advisory (KCA) and the three surrounding First Nations' Chief and Council as part of the development of this Plan. One key outcome of these efforts was that a representative from GCT3 being assigned to the SAC.

It is recognized that much more work remains to be done to advance reconciliation and to foster meaningful and mutually beneficial relationships with Anishinaabe and other Treaty Partners. It is also recognized that that the successful implementation of this Plan will require the support and assistance of many partners in the community and beyond.

The City remains firmly committed to continuing to engage and collaborate with a wide range of partners to move this Plan forward over the next decade, and beyond.



"The Tree" by Shelley McCool
Sustainability Action Plan art contest submission, March 2021

2 LOCAL CONTEXT

The City of Kenora:

- Is located in Northwestern Ontario with a population of just under 16,000 year-round residents, with approximately 25% of the population identifying as Indigenous
- Is situated within Treaty #3 Lands and is surrounded by 28 First Nations communities
- Has an economy driven by tourism, public sector employment and manufacturing
- Is situated on expanses of granite largely covered in forest
- Is surrounded by freshwater including Lake of the Woods which boasts over 14,000 islands that sustain the local community and Treaty Partners directly (by providing drinking water, clean air and other critical resources), and by providing premier nature-based recreational opportunities for locals, tourists and cottagers, and
- Faces some local challenges including the volatility in the forestry sector, shortage of affordable housing and potential threats to the local natural environment from unsustainable uses and from climate change.

This Plan is a priority action identified in the City's new Strategic Plan (2022 - 2027).



"Time was. It gave rest and respite to all that travelled the Trans-Canada highway...." photo by Chris Ralko of the former Kenricia Hotel, Sustainability Action Plan art contest submission, March 2021

3 PLAN VISION, OBJECTIVES AND PRINCIPLES



“Last One In” by Pippi Johnson
Sustainability Action Plan art contest submission, March 2021

The vision, objectives and principles below emerged from the research and engagement undertaken during the development of this Sustainability Action Plan. They are intended to guide implementation over the next decade.

Vision

To collaboratively implement a suite of projects that, over the next decade, will contribute to a better quality of life for the community in Kenora while also building pathways to reconciliation and safeguarding the diverse ecosystems that sustain the community.

Objectives

1. Work collaboratively to implement the projects in this Plan under the leadership of the identified champions and partners, and with support from the Sustainability Advisory Committee (SAC).
2. Prioritize actions and initiatives that are transformational and able to deliver co-benefits while also being achievable within the constraints of available resources and / or available funding between 2022 and 2031.
3. Track the progress of each project in being implemented in meeting the established measures of success, and report on this progress regularly over the plan timeframe.

Guiding Principles

The following principles have been identified to guide the implementation of all projects in the Plan.

1. Sustain and enhance the water, land and air
2. Support and enable social equity
3. Be accountable
4. Focus on local actions and local benefits
5. Seek solutions that provide multiple benefits
6. Work collaboratively and in partnership
7. Align economic and environmental benefit

4 SUSTAINABILITY PROJECTS

A total of 14 sustainability projects were selected for implementation in Kenora to help reduce local energy use and waste creation, build local food security, ensure local lands and waters are sustained, and advance reconciliation.

The projects have been organized into sustainability themes (see Table 1) which reflect the priorities and opportunities in Kenora identified through the research and engagement undertaken to inform this Plan (see Appendix A). However, each project is positioned to provide co-benefits related to multiple themes. Delivery of environmental, social and economic benefits in an integrated way should be explored and, where feasible, pursued, for all projects.

Table 1 provides an overview of the suite of projects that form the basis of Kenora's first Sustainability Action Plan with their overarching goals and potential opportunities for reconciliation. More background for each project, including the rationale for project selection and examples of relevant precedents / best practices, is provided in the Phase 2 *Moving Into Action* report for this Plan.

What Sustainability Means to Us

The term "sustainability" means different things to different people. The concept of "just sustainability" coined by Dr. Julian Agyeman and defined below, underpins this Plan.



Just sustainability is "the need to ensure a better quality of life for all, now and into the future, in a just and equitable manner, whilst living within the limits of supporting ecosystems." In the context of community actions it translates into actions that are (a) economically viable, (b) socially equitable and (c) environmentally friendly. In the context of this Plan, it includes actions that will contribute significantly to reducing greenhouse gas emissions and help prepare the community to adapt to the impacts of climate change.

Sustainability Themes, Projects, Project Goals and Opportunities for Reconciliation

Table 1. Themes and Goals for all 14 Sustainability Projects

PROJECT	GOAL(S)*	RECONCILIATION OPPORTUNITIES**
SUSTAINABILITY THEME 1: ENERGY CONSERVATION		
1. Build on the existing Community Energy Plan (CEP) to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.	<ul style="list-style-type: none"> Update the City's existing Community Energy Plan (CEP) to include (a) a baseline corporate and community GHG inventory, (b) energy and GHG emission reduction targets, and (c) mechanisms for accountability. Have a Plan that includes an inventory, targets and accountability mechanisms for both corporate (i.e., under municipal jurisdiction) and community (i.e., outside the municipality's jurisdiction) activities. 	
2. Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.	<ul style="list-style-type: none"> Increase the number of buildings in Kenora that undergo retrofits to improve energy efficiency by facilitating access to available support. Build a stock of Net Zero buildings in Kenora and start to work towards Net Zero Communities. 	A program at Seven Generations could be developed to train youth in the installation, maintenance and recycling of solar panels and other renewable options.
3. Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.	<ul style="list-style-type: none"> Demonstrate the implementation of renewable and energy efficient alternatives that are feasible for Kenora and can be shown and explained to the community virtually and / or in-person. Incentivize private homeowners and builders to integrate energy efficient alternatives into their existing buildings and new construction. 	
SUSTAINABILITY THEME 2: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT		
4. Undertake a storm water funding feasibility study.	<ul style="list-style-type: none"> Identify potential mechanisms to fund and undertake infrastructure renewal in the City. Include consideration of green infrastructure (including stormwater facilities) as part of a cost-effective, long-term solution appropriate and feasible for Kenora. 	
5. Incorporate green infrastructure into the City's asset management process.	<ul style="list-style-type: none"> Complete an inventory of City-owned green infrastructure assets. Integrate green assets into the broader municipal asset planning and management framework. Recognize the value of municipal green infrastructure and commit to investing in its maintenance, management and monitoring as part of an overall asset management strategy. 	

PROJECT	GOAL(S)*	RECONCILIATION OPPORTUNITIES**
<p>6. Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.</p>	<ul style="list-style-type: none"> • Research and identify options for affordable, energy efficient, small-scale transit that are feasible for Kenora. • Prioritize transit options for those most in need. • Implement the program, potentially on a pilot basis at first. 	
<p>SUSTAINABILITY THEME 3: LOCAL FOOD PRODUCTION & WASTE REDUCTION</p>		
<p>7. Expand local micro-farming, food collection and community gardening to build local food security.</p>	<ul style="list-style-type: none"> • Have various locally grown foods available year-round by expanding local food production, collection and preservation capacity. • Work with partners (including Indigenous partners) to expand local capacity through a combination of indoor and outdoor micro-farming, and sustainable collection of wild foods in the community. 	
<p>8. Implement a local household composting initiative.</p>	<p>Reduce food waste going to landfill in Kenora by conducting a Foodcycler™ pilot and, if successful, implementing a long-term initiative.</p>	<p>Facilitate expansion of program into nearby Indigenous communities.</p>
<p>9. Develop and implement a community composting program that includes institutional and / or commercial partners.</p>	<p>Reduce food waste going to landfill in Kenora by completing a community composting feasibility study, undertaking a pilot project and implementing a City-wide program based on lessons learned from the pilot.</p>	<p>Potential collaboration with nearby Indigenous communities.</p>
<p>10. Develop and implement mechanisms for the local salvage, re-use and exchange of housing and building materials.</p>	<p>Reduce local household waste and support cost-effective construction, renovations, retrofits and refurbishing of local housing by having one or more mechanisms for the local salvage, re-use and exchange of housing and building materials.</p>	
<p>SUSTAINABILITY THEME 4: WATER STEWARDSHIP</p>		
<p>11. Provide water bottle filling stations for the community in Kenora's downtown.</p>	<ul style="list-style-type: none"> • Expand the number of water fountain / water bottle filling stations in Kenora by installing some in the downtown area. • Evaluate potential to couple stations with access to refillable bottles. • Prioritize locations and access for those most in need. 	<p>Prioritize urban Indigenous community water needs.</p>

PROJECT	GOAL(S)*	RECONCILIATION OPPORTUNITIES**
12. Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.	<p>NOTE: The pre-requisites to this action are (a) a reconciliation strategy with Anishinaabe and other Treaty Partners, and (b) joint communication and engagement protocols, as per the actions within the City's Strategic Plan 2022 - 2027 (Focus Area 5 - Relations with Treaty Partners).</p> <ul style="list-style-type: none"> Engage and collaborate with one or more local Indigenous communities / partners to develop an outreach program focussed on respect for water and the life that is brings. Explore using Tunnel Island as the physical base for such a program. 	<p>Advance reconciliation by sharing ways of respecting local water resources.</p>
13. Develop and implement a Healthy Shorelines Program.	<ul style="list-style-type: none"> Support local water stewardship and quality by developing and implementing a program to support and guide residents in creating and maintaining healthy shorelines. Explore adding inspection of public beaches as part of inspection of municipal water / sewer lines. 	<p>Focus on Indigenous community priority areas.</p>
14. Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local First Nations.	<ul style="list-style-type: none"> Prepare for climate change by identifying flood-prone areas and consider a flood management plan for the City of Kenora. Potentially align with flood mapping being undertaken by local First Nations. 	<p>Explore the development of a data sharing agreement.</p>

** IMPORTANT NOTE: Project goals have been revised from the Phase 2 report based on Phase 3 engagement feedback, including identifying some potential opportunities for reconciliation. Potential opportunities for reconciliation are to be reviewed, refined and confirmed with the appropriate Indigenous partners as part of sustained and meaningful engagement to be undertaken in support of this Plan going forward.

Project Leads, Partners, Implementation Steps, Funding Opportunities & Measures of Success

The following 14 tables (Tables 2-1 through 2-14) outline the lead(s), key partner(s), key implementation steps, funding opportunities and measures of success for each project identified through the research and engagement undertaken in support of the Sustainability Action Plan over 2021.

The content of these tables has been developed with preliminary input from the leads and partners for each project as identified at the time of Plan development. However, this Plan is considered a starting point for further collaboration among the various partners and the Sustainability Advisory Committee (SAC) representatives. It is thus anticipated that the elements outlined below will be further developed in project-specific plans going forward.

This Plan provides the overarching framework and direction for the projects in Table 1. It is anticipated that the first steps towards implementation for all 14 projects will involve the project lead(s), potentially with the support of key partners, undertaking the following:

- Developing a project-specific implementation plan
- Confirming opportunities for funding and resources required to move the project (or at least components of it) forward, as well as accountability measures
- Pursuing and securing the required resources and / or funding
- Refining the project-specific implementation plan in relation to resources and/or funding secured, and
- Working to advance and implement the project plan with the support of the City and SAC.

Role of the Sustainability Advisory Committee

The Sustainability Advisory Committee (SAC) was established by the City in January 2021 to support the development and implementation of this Plan. The SAC includes up to fourteen (14) members representing a cross-section of local sectors, interest groups and organizations.

The Terms of Reference for the SAC available on the City's website outlines the committee's mandate. In relation to the implementation of this Plan, the SAC is tasked with:

- Assisting with annual work plans to advance the Plan
- Raising community awareness related to the Plan, and
- Providing perspectives on local sustainability-related matters as referred to the Committee by Council.

To date, the City has committed to leading and supporting most of the identified projects, while various other partners (specified in Tables 2-1 through 2-14) have indicated they are willing to lead, co-lead and / or support certain projects.

It is anticipated that some leads and partners will be refined going forward and it is hoped that roles for Indigenous and other partners can be identified through ongoing engagement as the Plan moves forward.

Note: A table of all the potentially applicable funding opportunities identified as of November 2021 has been provided to the City and can be made available to project partners on request.

Table 2-1. Project 1 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: ENERGY CONSERVATION PROJECT 1: Build on the existing Community Energy Plan (CEP) to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Regenerate Solar, Kenora Hospitality Alliance / Kenora Airport Authority</p> <p>NOTE: Further discussions with Synergy North and Hydro One for partnership opportunities remain to be undertaken.</p>	<p>Update the City's Community Energy Plan (2018) to:</p> <ul style="list-style-type: none"> • Address climate change at the municipal level using Infrastructure Canada's two Climate Lens assessment frameworks for greenhouse gas (GHG) mitigation and climate resilience • Provide a community-wide baseline and forecast of GHG emissions • Establish specific targets for reducing GHG emissions using a scenario planning approach • Be compliant with FCM's Partners for Climate Protection (PCP) program, and • Be compliant with ICLEI Building Adaptive & Resilient Communities (BARC). <p>Note: Benchmarks should align with the federal GHG reduction target of 40 to 45% below 2005 levels by 2030 (<i>Canadian Net-Zero Emissions Accountability Act</i>).</p>	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund • Federal (FCM), Municipalities for Climate Innovation Program • Federal (ECCC), Low Carbon Economy Fund • Federal (ECCC), Climate Action and Awareness Fund • Federal (ECCC), Climate Action Incentive Fund • Ministry of Energy Municipal Energy Plan Program 	<p>City's Community Energy Plan has been updated to include:</p> <ol style="list-style-type: none"> a) a baseline corporate and community GHG inventory b) energy and GHG emission reduction targets, and c) mechanisms for accountability.

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; NRC = Natural Resources Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-2. Project 2 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: ENERGY CONSERVATION PROJECT 2: Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.</p>			
<p>CO-LEADS: City of Kenora (various departments) + other partners including Green Saver, Regenerate Solar, and others <i>(to be confirmed through further engagement)</i></p> <p>KEY PARTNERS: Kenora Hospitality Alliance / Kenora Airport Authority, Union Gas, Ray Solar</p>	<ul style="list-style-type: none"> Facilitate the process of accessing financial supports for home energy efficiency retrofits for residents in Kenora (e.g., through a web page listing resources and outlining the process, local promotion of these opportunities, potentially listing local firms that can provide home energy audits). Explore opportunities for and the feasibility of accelerating home energy efficiency retrofits through Local Improvement Charge (LIC) (Note: see toolkit for municipalities by the Clean Air Partnership 2020). <p>NOTE: GreenSaver (greensaver.org) is the service organization currently delivering the following programs in the Kenora area:</p> <ul style="list-style-type: none"> Federal: Canada Greener Homes Grant Provincial: Energy Affordability Program Enbridge: Home Winterproofing Program 	<ul style="list-style-type: none"> Federal (FCM): Green Municipal Fund Federal (ECCC): Climate Action Incentive Fund Federal (ECCC): Low Carbon Economy Fund Federal (IC): Green and Inclusive Community Buildings Federal (NRC): Energy Efficient Buildings Program Federal (NRC): ISO 50001 program for commercial and institutional buildings Provincial (OTF): Community Enhancement Program Provincial (NOHFC): Community Building Fund Provincial, Hydro One: First Nations Conservation Program 	<p>TBD# buildings with energy audits completed annually</p> <p>TBD# buildings with deep energy retrofits installed annually</p> <p>TBD# buildings nearing Net Zero annually</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; NOHFC = Northern Ontario Heritage Fund Corporation; NRC = Natural Resources Canada; OTF = Ontario Trillium Fund. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-3. Project 3 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: ENERGY CONSERVATION PROJECT 3: Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Regenerate Solar, Harvest Kenora, Kenora Hospitality Alliance / Kenora Airport Authority, Ray Solar</p> <p>NOTE: Further discussions with Synergy North and Hydro One for partnership opportunities remain to be undertaken.</p>	<ul style="list-style-type: none"> • Provide a public platform for the community sharing information related to: <ul style="list-style-type: none"> ○ where and how to access subsidies ○ examples of retrofits and projects completed in Kenora for both public facilities and private homes ○ the positive impacts of increasing local energy efficiency • Complete renewable energy projects at one or more public facilities in the City (aligned with the City’s Strategic Plan Action 1.3.2 - Initiate a pilot project for a solar solution on a municipal facility). • Develop and implement an outreach and marketing plan to educate and engage the community showcasing these projects at all stages - from securing funding and design to final installation and functioning. <p>PROJECT OPPORTUNITIES IN KENORA</p> <ul style="list-style-type: none"> • Harbourfront Business Development Plan - proposed net zero building • Solar panels: various scales (e.g., Kenora Rec Center, Keewatin Memorial Arena, City Operations Centre, Water Treatment Plant, Kenora Sportsplex) • Electric vehicles for City fleet • Net Zero public washroom(s) (e.g., including solar panels, composting toilets) 	<ul style="list-style-type: none"> • Federal (FCM): Green Municipal Fund • Federal (ECCC): Climate Action and Awareness Fund • Federal (NRC): Smart Renewables and Electrification Pathways Program 	<p>Local energy conservation resource site created on City website and updated with new information on a regular basis.</p> <p>Progress and success related to this project and Projects #1 and #2 are promoted as per the outreach and marketing plan developed.</p> <p>At least two renewable energy projects have been completed at a City facility before the end of the Plan.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; NRC = Natural Resources Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-4. Project 4 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT PROJECT 4: Undertake a storm water funding feasibility study.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Province</p>	<p>NOTE: This action carries forward the City's Strategic Plan Action 1.2.1 - Undertake a "Storm Water Funding Feasibility Study".</p> <ul style="list-style-type: none"> • Undertake a feasibility study that: <ul style="list-style-type: none"> ○ Researches what other comparable municipalities are doing to fund storm water infrastructure upgrades. ○ Reviews the full range of options for supporting infrastructure renewal and recommend an approach suitable for Kenora, and ○ Considers green infrastructure opportunities to alleviate pressure on grey infrastructure. • Following the completion of a Stormwater Financing Study, explore the need for a City-wide Stormwater Management Plan. • Coordinate with those involved in flood mapping (Project #14) to identify priority areas for implementation. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund, Municipal Asset Management Program • Federal (FCM), Municipalities for Climate Innovation Program • Federal (IC) - Disaster Mitigation and Adaption Fund • Federal (IC)/Provincial - Investing in Canada Infrastructure Program: Green Infrastructure Stream 	<p>Stormwater Financing Study complete.</p> <p>Need for City-wide Stormwater Management Plan assessed.</p> <p>Funding for municipal infrastructure renewal secured and being invested in priority projects.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-5. Project 5 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT PROJECT 5: Incorporate green infrastructure into the City’s asset management process, including an inventory and valuation of municipal natural assets.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Kenora Hospitality Alliance / Kenora Airport Authority, Harvest Kenora, Kenora Moving Forward</p>	<ul style="list-style-type: none"> • Complete an inventory of all City-owned natural assets and green infrastructure. • Incorporate these assets into the broader municipal asset management framework. • Undertake pilot studies and / or business case analyses to assess opportunities for leveraging green infrastructure derived stormwater management services (in conjunction with Project #4). <p>NOTE: This action is intended to build local climate change resilience while also bringing the municipality into alignment with <i>Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17</i> which requires green infrastructure to be incorporated into municipal asset management planning by July 1, 2025. See https://www.ontario.ca/page/municipal-asset-management-planning</p>	<ul style="list-style-type: none"> • Federal (FCM), Municipal Asset Management Program • Federal (FCM), Municipalities for Climate Innovation Program • Federal (ECCC) - Natural Climate Solutions Fund • Federal (IC)/Provincial - Investing in Canada Infrastructure Program: Green Infrastructure Stream 	<p>Municipal Green Infrastructure inventory complete.</p> <p>City’s green infrastructure is integrated into the City’s broader asset management planning processes.</p> <p>City’s green infrastructure is being invested in and managed as part of its broader asset management process.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-6. Project 6 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT PROJECT 6: Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: CounterPoint, Local Health Unit, Kenora Hospitality Alliance / Kenora Airport Authority</p>	<ul style="list-style-type: none"> • Undertake a micro-transit options feasibility project, with funding awarded. • Assess a suite of cost-effective options for Kenora and select the optimal option for implementation. • Work with partners to implement, potentially on a pilot-basis to start. <p>NOTE 1: Potentially aligned with the City's Strategic Plan Action 1.3.3 - Investigate the feasibility of integrating electric vehicles into the City of Kenora fleet, if this action includes vehicles being used for public transit.</p> <p>NOTE 2: The City submitted a grant application in all 2021 to undertake this work and is waiting on the outcome of this application. Also see <i>Low-Carbon Mobility Actions for Canadian Municipalities: COVID-19 Companion Report</i> (Pollution Probe and Delphi Group 2021).</p>	<ul style="list-style-type: none"> • Federal (FCM) Green Municipal Fund, Transportation • Federal (ECCC), Incentives for Zero-Emission Vehicles Program • Federal (NRC) - Zero Emission Vehicle Infrastructure Program • Federal (IC) / Provincial - Investing in Canada Infrastructure Program: Public Transit Stream 	<p>Options for affordable, energy efficient, small-scale transit available in Kenora, particularly for those most in need.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; NRC = Natural Resources Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-7. Project 7 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION PROJECT 7: Expand local micro-farming, food collection and community gardening.</p>			
<p>LEAD: Harvest Kenora</p> <p>KEY PARTNERS: City of Kenora (various departments), School Boards, Compost Club, Backyard Chickens Group, Regenerate Solar, Kenora Hospitality Alliance / Kenora Airport Authority, Kenora Moving Forward</p>	<ul style="list-style-type: none"> • Explore partnerships with organizations already involved in community gardening / local micro-farming to support a paid coordinator position. • Build on the existing Harvest Kenora small scale farming methods to provide technical guidance for the expansion local micro-farming across the City. • City to identify and provide opportunities for community gardens on City lands, and to share those opportunities (and potentially other related resources) on a City website page dedicated to local micro-farming - or links to Harvest Kenora and other partners' websites. • Work towards having some types of food production all year-round with a combination of outdoor and indoor (e.g., greenhouse) growing supplemented by sustainable collection of wild foods. • Draw on local Indigenous knowledge to provide guidance and explore opportunities for local Indigenous partnerships for farming. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund (for pilot projects) • Federal (IC) - Canada Healthy Communities Initiative • Provincial, Ontario Trillium Foundation • Private, TD Friends of the Environment Foundation <p>COST RECOVERY OPPORTUNITY: Sale of food and potentially soil from compost (see Project #9).</p>	<p>Some types of locally grown foods are available year-round through local cooperatives and / or partnerships.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; TD = Toronto Dominion. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-8. Project 8 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION PROJECT 8: Implement a local household composting initiative.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Food Cycle Science Corporation, Compost Club</p>	<ul style="list-style-type: none"> City to implement and assess 12-week pilot project with Food Cycle Science Corporation. If pilot is successful, then explore expanding the Food Cyclers program or alternatives to more homes and longer-term. <p>NOTE: Resources and process for pilot already confirmed by City. Pilot launched late October 2021 to 250 households.</p>	<ul style="list-style-type: none"> Federal (FCM), Green Municipal Fund, Waste 	<p>Food Cyclers in use in at least 200 homes and offices and well-received by majority of recipients.</p> <p>Estimated TBD% of local food waste diverted to composting.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-9. Project 9 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION</p> <p>PROJECT 9: Develop and implement a community composting program that includes institutional and / or commercial partners.</p>			
<p>CO-LEADS: Compost Club + City of Kenora (various departments)</p> <p>KEY PARTNERS: Harvest Kenora, Keewatin Patricia District School Board</p>	<ul style="list-style-type: none"> City to support the Compost Club as they facilitate discussions with local partners (including school boards, local grocery stores, local restaurants) to develop and implement a system for collecting local compost materials that is cost-effective and energy-efficient. Establish a centralized composting drop-off location / compost depot and / or several drop-off locations City-wide. Explore feasibility of new landfill disposal technology that may provide renewable energy in the form electricity and heat. Identify local uses for the organic-rich topsoil amendment and select cost-effective and energy-efficient options for its use. <p>OPTIONS IDENTIFIED</p> <ul style="list-style-type: none"> Options for use could include: donation to local community gardens and parks to support local micro-farming, sale to local residences and / or businesses. 	<ul style="list-style-type: none"> Federal (FCM), Green Municipal Fund, Waste <p>COST RECOVERY OPPORTUNITY: Sale of soil.</p> <p>NOTE: Refer to <i>A Compost Project for Kenora: Brief submitted by the Compost Club Kenora for the City of Kenora Sustainability Action Plan Engagement</i>, April 2021. This document includes a strong rationale, insights into precedents and best practices, and some excellent references and resources.</p>	<p>Community composting program implemented and estimated TBD% of local food waste diverted to composting.</p> <p>Composted soil being used locally.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-10. Project 10 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION PROJECT 10: Develop and implement a program for the local salvage, re-use and exchange of housing and building materials.</p>			
<p>LEAD(S): City of Kenora, Sustainability Advisory Committee</p> <p>KEY PARTNERS: Regenerate Solar, local construction industry</p> <p>NOTE: Other partnership opportunities to be explored include Habitat for Humanity and local construction industry.</p>	<ul style="list-style-type: none"> • City to reduce waste and support re-use by giving consideration through a Solid Waste Master Plan. Could include implementing one or more of the following: <ul style="list-style-type: none"> ○ a “stop and swap” site at the Waste Transfer Station (contingent on funding for a site manager) ○ increase dumping fees for construction waste (to encourage re-use), and / or ○ have a large item “curb exchange” one or twice a year. • Explore options for one or more community group(s) to facilitate the salvage, re-use and exchange of building materials with the local community and surrounding Indigenous partners. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund, Waste <p>OPPORTUNITIES FOR COST RECOVERY INCLUDE: Wooden pallet repair and re-use; mattress recycling (mattresses are mostly materials that can be recycled); sale of salvaged and re-purposed materials and items</p>	<p>Opportunities for the local salvage, re-use and exchange of building materials well-established in Kenora.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-11. Project 11 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: RECONCILIATION & WATER STEWARDSHIP PROJECT 11: Provide water bottle filling stations for the community in Kenora’s downtown.</p>			
<p>LEAD: City of Kenora</p> <p>KEY PARTNERS: Health Unit, CMHA, Kenora Hospitality Alliance / Kenora Airport Authority, LOWSDA</p>	<ul style="list-style-type: none"> • Work with local partners to map existing stations and identify priority locations for additional stations. • Complete grant applications for the water bottle filling stations. • Work with City to install stations (subject to approval of funding). • Explore options for subsidized refillable water bottles to be provided by City. • Opportunity to integrate mapping for water stations in wayfinding signage and broader community tourism. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund • Federal (ECCC), EcoAction Community Funding Program • Federal (IC) -Provincial, Investing in Canada Infrastructure Program: Green Infrastructure Stream • Provincial, Ontario Trillium Fund • Rotary Club, Community Futures Development Corporation 	<p>Water bottling stations installed in downtown Kenora, ideally in conjunction with a refillable bottles program.</p> <p>Map of all water bottle filling stations created and available for local organizations, the community and tourists.</p>

ECCC = Environment and Climate Change Canada; CMHA = Canadian Mental Health Association, FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; LOWSDA = Lake of the Woods District Stewardship Association; NRC = Natural Resources. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-12. Project 12 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: WATER STEWARDSHIP PROJECT 12: Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.</p>			
<p>CO-LEAD(S): City of Kenora + Grand Council of Treaty 3 (GCT3) + Kenora Metis Council + the Kenora Chiefs Advisory (KCA) + the three surrounding First Nations' Chief and Council <i>(to be confirmed through sustained and meaningful engagement)</i></p> <p>KEY PARTNERS: Keewatin Patricia District School Board, local businesses, local Health Unit, LOWSDA</p>	<p>NOTE: This project will require progress on the 2022 - 2027 Strategic Plan Focus Area 5 including actions to develop (a) a reconciliation strategy with Anishinaabe and other Treaty Partners, and (b) joint communication and engagement protocols.</p> <ul style="list-style-type: none"> Building on a reconciliation strategy and using agreed to communication and engagement protocols, the City may engage with one or more local Indigenous partner to jointly develop a program focused on sharing and teaching respect for water resources. <p>PRELIMINARY IDEAS IDENTIFIED FOR THIS PROJECT</p> <ul style="list-style-type: none"> Jointly host events to focused on the values of and respect for water with different groups in the community including leadership levels (e.g., Mayor and Council) and youth (e.g., in schools). Support the Moccasin Identifier program (mocassinidentifier.com) and promote it locally, including links to the history of respect and love for the local freshwaters. Encourage and support local Kindergarten to Grade 8 schools in the integration of the Moccasin Identifier program's Education Kits into their curricula, including an emphasis on respect for water. 	<ul style="list-style-type: none"> Federal (CRE), Indigenous Youth Research Grants Federal (ECCC), Aboriginal Fund for Species at Risk Federal (ECCC), Canada Nature Fund Federal (ECCC), EcoAction Community Funding Program Federal (ECCC), Indigenous Guardians Federal (ECCC), Natural Climate Solutions Fund Federal (ECCC), Aboriginal Participation Fund Ontario Trillium Foundation Federal, Project Learning Tree - Green Jobs in Green Spaces 	<p><i>Potential measures to be confirmed through engagement with Anishinaabe and other Treaty Partners:</i></p> <p>Completion of TBD# community-building events annually.</p> <p>Engagement of TBD# people annually.</p> <p>TBD # of Moccasins stencilled on the ground every year.</p> <p>TBD # of schools that uptake the Moccasin Identifier program.</p>

CRE = Canadian Roots Exchange; ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; LOWSDA = Lake of the Woods District Stewardship Association; NRC = Natural Resources. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-13. Project 13 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: WATER STEWARDSHIP PROJECT 13: Develop and implement a Healthy Shorelines Program.</p>			
<p>CO-LEAD(S): LOWSDA - Lake of the Woods District Stewardship Association</p> <p>KEY PARTNERS: Kenora Hospitality Alliance / Kenora Airport Authority, City, Lake of the Woods Property Owners Group, IISD Experimental Lakes Area</p>	<ul style="list-style-type: none"> • Develop local outreach materials (build on existing models - see FOCA, Watersheds Canada) to guide local shoreline protection and naturalization. • Establish outreach and coordination base at Discovery Centre. • Engage local and Indigenous youth to work with interested landowners. • Identify priority areas for shoreline remediation based on mutually agreed upon indicators in partnership with Treaty partners. • Explore the feasibility of developing predictive modelling, or another tool, to demonstrate the potential long term benefits of shoreline remediation over time. <p>NOTABLE RESOURCES:</p> <ul style="list-style-type: none"> • Lake Protection Workbook: A Self-Assessment Tool for Shoreline Property Owners (Watersheds Canada 2019) • A shoreline Owner’s Guide to Healthy Waterfronts, 3rd Ed. (FOCA 2019) 	<ul style="list-style-type: none"> • Federal (ECCC), EcoAction Community Funding Program • Federal (ECCC), Indigenous Guardians • Federal (ECCC), Habitat Stewardship Program for Species at Risk • Federal (ECCC), Canada Nature Fund • Federal (ECCC), EcoAction Community Funding Program • Federal (ECCC), Indigenous Guardians • Federal (ECCC), Habitat Stewardship Program for Species at Risk • Federal (ECCC), Natural Climate Solutions Fund • Provincial, Great Lakes Action Fund 	<p><i>Potential measures to be confirmed by the Project Lead:</i></p> <p>TBD# shoreline improvement projects implemented annually</p> <p>TBD# of youth engaged in environmental remediation</p> <p>TBD# of days of monitoring conducted for recently completed projects</p> <p>TBD# of projected benefits based on metrics within predictive modelling and / or total area of shoreline restored</p>

ECCC = Environment and Climate Change Canada; FOCA = Federation of Ontario Cottagers’ Associations; LOWSDA = Lake of the Woods District Stewardship Association. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-14. Project 14 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: WATER STEWARDSHIP PROJECT 14: Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local Treaty Partners.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Lake of the Woods Control Board’s Secretariat, IISD Experimental Lakes Area</p> <p>POTENTIAL PARTNERS TO BE CONFIRMED: Grand Council of Treaty 3 (GCT3), Ontario Power Generation, insurance companies</p>	<ul style="list-style-type: none"> • Gather data from available sources, analyze data and identify gaps • Map flood-prone areas in the City: historical, current and projected under climate change • Ensure alignment with overarching water management goals set by the Province, federal government and under the International Joint Commission • Engage with GCT3 to partner with the flood mapping work they have already initiated • Undertake monitoring and seek to align with ongoing Community Based Monitoring program being undertaken by GCT3 	<ul style="list-style-type: none"> • Federal, Disaster Mitigation and Adaptation Fund • Federal (ISC), Indigenous Community Infrastructure Fund • Federal (IC)/Provincial, Investing in Canada Infrastructure Program: Green Infrastructure Stream • Federal, Community Foundations of Canada - Indigenous Peoples Resilience Fund 	<p>Flood-prone areas in Kenora are mapped.</p> <p>Flood-prone areas in Kenora are being actively monitored.</p> <p>Proactive mitigative and management measures identified through work undertaken are underway.</p>

ECCC = Environment and Climate Change Canada; IJC = International Joint Commission; ISC = Indigenous Services Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Suggested Project Prioritization

Sustainability projects moving forward as part of this Plan are to be implemented between 2022 to 2031.

Some projects have deliverables that, once completed, will provide tools and / or guidance to help move forward with other related sustainability initiatives. Other projects will result in the creation of programs that, once established, could run indefinitely (as noted in the Table 3), depending on the continued ability of the community to resource and secure funding for them, or make them self-sustaining.

All the projects identified are considered important to the City and the community. However, it is recognized that it will not be feasible to implement all 14 projects simultaneously at the outset of this Plan, and that some of the projects will require more research, collaboration and work to move forward than others.

Therefore, preliminary prioritization (i.e., high, medium, low) has been assigned to the projects in Table 3, along with their estimated duration and target dates for completion.

Preliminary project priorities have been assigned based on consideration of the following, as well as consultation with the City and the Sustainability Advisory Committee:

1. Project builds on existing an existing initiative and / or work that is already underway
2. Project already has resources and / or funding identified that have been or are expected to be secured in short order

3. Confirmation by project leads and key partners that they are ready and able to move forward
4. Project is considered a higher (or lesser) priority from a sustainability and / or climate change perspective, and
5. Anticipated length of time required to get the project implemented.

It is, however, understood that the actual timing and duration for each project will depend on:

- The level of commitment the leads and partners are able to allocate to project planning and implementation
- The scope of the project-specific actions (which for many projects remains to be confirmed)
- External factors impacting the timing of a project (such as COVID-19)
- Any special requirements (including deadlines) associated with funding secured, and
- The ability of the project leads and partners to creatively manage and respond to any challenges related to implementation that may arise.

Therefore, the timing in Table 3 should only be considered preliminary.

The timing for each project may be refined, based on the implementation details of the project in question, as well as further engagement with the various existing and potential partners, including Indigenous partners, to be undertaken in support of this Plan going forward.

Table 3. Prioritization, Timing and Cost Estimates for all 14 Sustainability Projects, 2022 - 2031*

PROJECT	Priority	ESTIMATED DURATION	TARGET COMPLETION DATE	ESTIMATED COSTS***
SUSTAINABILITY THEME 1: ENERGY CONSERVATION				
1. Build on the existing Community Energy Plan (CEP) to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.	MEDIUM (start 2023)	2 years	2025	\$ - \$\$
2. Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.	HIGH (start 2022)	2 years	2024 (but program could run indefinitely)	\$
3. Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.	MEDIUM (start 2024)	10 years	2031 (more than one project in this time)	\$ - \$\$\$ per project
SUSTAINABILITY THEME 2: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT				
4. Identify tools and funding for storm water infrastructure renewal in a changing climate.	MEDIUM (start 2024)	2 years	2026	\$
5. Incorporate green infrastructure into the City's asset management process.	HIGH (start 2023)	3 years	2025**	\$\$
6. Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.	MEDIUM (start 2024)	2 years	2026 (but activities to run indefinitely)	\$\$\$
SUSTAINABILITY THEME 3: LOCAL FOOD PRODUCTION & WASTE REDUCTION				
7. Expand local micro-farming, food collection and community gardening to build local food security.	MEDIUM (start 2024)	10 years	2031 (but activities to run indefinitely)	\$ - \$\$
8. Implement a local household composting initiative.	HIGH (started 2021)	2.5 years	2024	\$
9. Develop and implement a community composting program that includes institutional and / or commercial partners.	MEDIUM (start 2024)	5 years	2029 (but activities to run indefinitely)	\$\$ - \$\$\$
10. Develop and implement mechanisms for the local salvage, re-use and exchange of housing and building materials.	LOW (start 2026)	5 years	2031 (but activities to run indefinitely)	\$\$
SUSTAINABILITY THEME 4: WATER STEWARDSHIP				
11. Provide water bottle filling stations for the community in Kenora's downtown.	MEDIUM (start 2024)	2 years	2026	\$\$
12. Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.	LOW (start 2026)	10 years	2031 (but activities to run indefinitely)	\$ - \$\$
13. Develop and implement a Healthy Shorelines Program.	HIGH (start 2022)	2 years	2024	\$\$\$
14. Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local Treaty Partners	LOW (start 2026)	6 years	2029 (but activities to run indefinitely)	\$\$\$\$

* The prioritization, duration and target dates for completion may be refined based on the implementation details of the given project as well as further engagement with the various existing and potential partners, including Indigenous partners, to be undertaken in support of this Plan going forward.

** The Province of Ontario requires green infrastructure to be incorporated into municipal asset management planning by July 1, 2025.

*** These are estimates of City costs, excluding labour, based on the anticipated scope: \$ = <50K, \$\$ = 51K - 100K, \$\$\$ = 101K - 250K, \$\$\$\$ = >250K

5 NEXT STEPS

This Plan provides the framework and overarching guidance for 14 sustainability projects to be implemented by the City and its partners.

In order to set the City and the other project leads and partners up for success, this final section of the Plan outlines key steps to launch each project, the roles of the City and the Sustainability Advisory Committee (SAC), and key actions for tracking and sharing the status of this Plan.

Sustainability Project Launching

The ultimate success of this Plan rests on the leads and partners for each of the projects who will need to:

- Confirm leadership and partnership roles and responsibilities
- Develop a project-specific implementation plan for each project
- Confirm opportunities for, pursue and secure funding and resources as required
- Work collaboratively and with the support of the SAC to advance and implement the various project-specific action items, and
- Identify and confirm feedback loops and mechanisms to keep the City, SAC and other partners involved in moving the Plan forward and updated.

Role of the City & the Sustainability Advisory Committee (SAC)

Lead City staff and the SAC will be responsible for:

- Assisting in the development of annual work plans to advance project-specific actions
- Identifying potential sources of funding to support the project and submit applications as necessary
- Raising community awareness and supporting education related to the Plan
- Providing guidance and, where appropriate, support identifying partners and securing funding, and
- Monitoring the progress of the projects in accordance with the final approved Plan.

Sustainability Plan Tracking & Promotion

It was broadly recognized through the engagement process for this Plan that improving awareness of how sustainability and climate change readiness can be implemented locally through meaningful actions will be a critical component of all the projects. Tracking the various projects as they evolve and sharing elements of their progress in clear, visually appealing and accessible outreach materials therefore presents an ideal way to both build awareness and keep the community, and decision-makers, informed. This also builds

transparency and accountability into the process, and provides opportunities to share lessons learned. Recognizing the importance of and opportunity to dovetail Plan tracking and outreach, it is recommended that as part of their work the City and SAC collaborate, with input and support from the various project leads and partners, to:

- Continue to use and build on the City's Sustainability Action Plan web page for outreach and to share resources and opportunities with the community
- Gather information on the status of each project on an annual basis, at a minimum
- Generate a concise report cards on the state of the Sustainability Action Plan for sharing internally and externally (to be led by the SAC)
- Undertake a review of the Plan at the half-way mark (i.e., 2025 - 2026) (with the SAC), and
- Plan for a new Sustainability Action Plan in 2031 - 2032 to build on the progress made.

Funders often require some type of project tracking, reporting and accountability, and therefore it is anticipated that there will be opportunities for project leads and partners to simply share information they have already gathered with the City, SAC and - ultimately - the community-at-large.

These tracking activities and related outreach products will help ensure that the progress of the Plan is actively monitored and shared. These activities will also help the City, SAC and various project leads and partners remain accountable while promoting the progress being made in Kenora to build pathways to reconciliation while also moving building community resilience to climate change and helping to grow the green economy.

While it would be ideal if all 14 sustainability projects could be implemented between 2022 to 2031, this Plan will be considered a success if 10 of the 14 projects are implemented by 2031. If there are one or more projects that are close to completion by 2031, the City may extend to Plan timeline by a year or two before initiating a new plan.



“The Whole World Needs Farmers” by Ebony C.
Sustainability Action Plan art contest submission, March 2021

For information and updates see the City's website
<https://www.kenora.ca/en/your-government/sustainabilityactionplan.aspx>
or
reach out to the City at sustainability@kenora.ca

APPENDIX A: PLAN DEVELOPMENT



Figure A. Overview of the Sustainability Action Plan project process

Kenora’s first Sustainability Action Plan was developed based on a synthesis of research and engagement over a three-phased process as illustrated in Figure A and described below.

Overview of Process for Developing the Plan

- **Phase 1:** Research on relevant initiatives completed or underway in Kenora was undertaken. This was followed by engagement of City staff and partners, the SAC and the community to obtain input on sustainability-related priorities and project ideas. The outcomes of this phase are documented in the Phase 1 *What We Heard* report (see the City's website).
- **Phase 2:** The vision, objectives, principles and projects for this Plan were identified and refined in consultation with the City, SAC and existing and potential partners. The outcomes of this phase are documented in the Phase 2 *Moving Into Action* report.
- **Phase 3:** City staff, the SAC and partners identified through Phases 1 and 2 were engaged through Focus Groups to confirm support for the projects and a commitment to their implementation.

Summary of Phase 3 Engagement

The primary objectives of the Phase 3 engagement for this Plan were: (a) to share the project goal, objectives and principles, as well as the 14 projects being put forward as the basis for the Sustainability Action Plan, and (b) to confirm the lead(s) for each project and the overall project direction and scope in consultation with the key leads and partners identified to date.

In addition to sharing information broadly on the City's website and via social media, engagement included focus groups held in October 2021. Each group focused on one of the four sustainability themes and the related projects, as follows:

- FOCUS GROUP 1: Energy Conservation (Projects 1, 2 and 3)
- FOCUS GROUP 2: Green Infrastructure & Sustainable Transit (Projects 4, 5 and 6)
- FOCUS GROUP 3: Local Food Production & Waste Reduction (Projects 7, 8, 9 and 10), and
- FOCUS GROUP 4: Water Stewardship (Projects 11, 12, 13 and 14).

Potential partners interested in either leading a project or helping to implement it were identified based on the Phase 1 and Phase 2 engagement. These current and potential partners, as well as members of the SAC and relevant City staff, were invited to one or more of the focus groups depending on their area(s) of interest and expertise. Invitees were also provided with a backgrounder and the draft project implementation components for comment and pointed to the Phase 2 report for additional project context.

Between 12 and 25 people were invited to each Focus Group, with participation rates for each being between 50% and 67%. Input provided in this phase has been integrated in this Plan and is represented in the graphic illustration included in this Plan.