



**City of Kenora**  
**Committee of the Whole**  
**Minutes**

**Tuesday, April 5, 2022**  
**9:00 a.m.**

**City Hall Council Chambers**

Live Stream Recording:

<https://kenora.civicweb.net/Portal/>

**Present:** Councillor Andrew Poirier, Acting Deputy Mayor (Chair)  
Mayor Daniel Reynard (Virtual Attendance)  
Councillor Mort Goss  
Councillor Rory McMillan  
Councillor Graham Chaze  
Councillor Chris Van Wallegghem

**Regrets:** Councillor Sharon Smith

**Staff:** Kyle Attanasio, CAO, Charlotte Edie, Director of Finance/Treasurer, Adam Smith, Director of Development Services, Stace Gander, Director of Community Services, Kevin Gannon, Director of Engineering and Infrastructure Service, Kent Readman, Fire Chief, Kelly Galbraith, Deputy Clerk

**Blessing & Land Acknowledgment**

*Councillor VanWallegghem*

As we gather, we recognize that we are on Treaty Three Lands which are steeped in rich Indigenous history and home to many First Nations and Metis people today. We continue to be thankful for the partnerships with Indigenous people.

We give thanks for the many blessings we enjoy in the City of Kenora. We seek wisdom in our minds, clearness in our thinking, truth in our speaking and always love in our hearts, so that we may try always to unite the Citizens of Kenora. Let these principles guide us in our decision making.

**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 under Authorizing By-law #47-2020
  - Adopt a new schedule of rates for the Lake of the Woods Cemetery

## **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.  
There were none declared.

## **C. Confirmation of Previous Committee Minutes**

### **Resolution #1 - Moved by Councillor Chaze, Seconded by Councillor Van Walleghem & Carried:**

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**

The City of Kenora Charting Our Course 2027, 2022-2027 Strategic Plan was presented to Council by Dan Penner of Urban Systems. 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.

The projects objectives that informed the Strategic Plan include:

- Articulating community priorities that are real and in alignment with community needs
- Creating an effective guide for Council and staff in decision-making and resource allocation
- Establishing realistic goals broken down into tangible, actionable and measurable outcomes
- Creating collaboration through the organization on project and service delivery
- Conducting robust engagement with Council, staff, stakeholders and broader community

There are five (5) focus areas outlined in the Strategic Plan. Goals and actions are established for each Focus Area based on input received from City staff, Council, stakeholders and the broader community. The focus areas include Infrastructure and Environment, Tourism, Economic Growth and Development, Community Recreation, Well-being and Safety, Service Delivery and Organizational Capacity, and Relations with Treaty 3 Partners.

The Charting Our Course Strategic Plan includes the following contents:

1. Introduction/Kenora at a Glance
2. Municipal Roles and Responsibilities
3. Planning Process and Engagement Summary
4. Our Path Forward
  - Vision, Mission, and Corporate Values
  - Focus Areas, Goals and Actions
5. Strategic Plan Implementation

Six (6) activities were recommended to improve the Plan implementation. The six activities are Department Work Plans, Annual Reporting, Regular Administrative Council Reports, Alignment with other City Plans, Policies and Strategies, Internal and External Partnership and Ongoing Reviews of the Plan (living document).

Council thanked Mr. Penner for his presentation and a copy was left with the Clerk.

## **Mike Greaves, Wake Marketing, Tourism Brand**

Mike Greaves of Wake Marketing presented the Tourism Kenora destination brand. Three (3) primary intake processes in research and discovery were conducted to set the stage for the project. The first and most vital part was direct research with visitors to Kenora in the summer months of 2021. Visitors were asked a variety of questions including what brought you to the area, where are you staying and what you are doing while you're here. This was groundbreaking information on who our visitors are and what are they doing here. This information provided a platform to develop visitor persona and profiles which identify who to market to and what to market to them. External analysis was also conducted. The project team included a consultant from Thunder Bay who was asked to take an external look at the City's branding initiatives. The consultant was asked what do you see, how do we stack up against other communities our size, how does the current brand stack up from an external point of view. The team was gifted with an outsider's take on what we have here in Kenora. The third piece of input and discovery was stakeholder engagement. City leadership staff organized a working group made up of community members, senior leadership staff and members of City Council. In addition there was a community engagement session with approximately 40 attendees from a variety of different industries and sectors. The attendees focused on what makes Kenora special, where are our opportunities and how do we position Kenora going forward.

The visitor personas were segmented into 3 categories. First are the Planners, those who take a year or so plan their vacation, may or may not be traveling with kids, are willing to stay for 7-10 days and take in the rest and relaxation. The second persona which makes up the biggest group of visitors the Activity Seeker. Typically they are families with younger children, visit once every five years or so but have a connection to the community. We want to bring them back every summer. They are the ones who are going to do a lot of family activities, experience the outdoors and go to the beaches. They are the Primary target group. Thirdly we have Adventurers. Typically folks who like to go off the beat and path, they don't usually go back to the same place twice, they want to try new things all the time. Adventurers don't typically travel with kids. It was noted the personas were not defined by demographics, they were defined by travel attitudes. When it was understood how visitors see travel and what their attitudes are around being in communities and doing activities it set the stage for knowing what they want to do. Wake Marketing is proud of the data as it gives attitude based visitor profiles. This will be the target markets as we move forward.

From the data collected came the outputs of the project's brand identity and creative applications. Brand identity and creative applications are what people see and what is presented to markets. A new [visistkenora.ca](http://visistkenora.ca) website has been developed and is launching in the coming weeks just in time for the summer season. Wake Marketing will also be providing City staff with a multi-media marketing strategy and playbook.

The branding will highlight:

- Lake of the Woods, live the lake life. The lake is more than boating. It's swimming, fishing, kayaking, canoeing and so much more. The lake is inclusive to all activities, to all participants.
- A city by definition but small town charm is what defines us. No traffic congestion, no overcrowding, no lineups, a community of friendly neighborhoods, a collective cooperative.
- Wide Open spaces have become a vital piece of our visitor experience. The vastness of our natural environment is world class as is the spectacle of the night sky.

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- Festivals and events that attract both locals and visitors. The flagship events (typically centralized in the downtown and harbourfront area) in the summer season but there are also lots of festivals and events around the community, as well as multiple fireworks celebrations throughout the year.
- The Boreal Forest. Second in popularity to visiting Adventurers only to the lake itself, is the Boreal Forest which surrounds it. The forest provides a setting for visitors of all ages. Eco tourists can walk, bike, hike, camp and explore.
- A Diverse community. A representation of the demographics of the people in and around the community. Attend a Powwow or fall feast. Soak up the culture with a memorable experience.

Kenora offers all the amenities; restaurants, shopping and services but the lake is the reason people are here. Including Lake of the Woods in the brand element communicates to the potential visitor that visiting means more than a unique community experience, it also includes world-class swimming, boating, fishing and scenic experiences as well. Turning the page on a premiere boating destination, the new brand is designed to create action. An invitation, a playful yet serious call. Jump in, immerse yourself, come and try it out, experience the thrill. Kenora awaits.

**Discussion:**

Council expressed their excitement for the project. It was questioned why winter tourism is not included in the plan. The marketing will be seasonal, during the winter months the website and materials will highlight the ski hill, the winter carnival, ice road café, etc. Seasonality will play an important role. Kyle and Stace noted that budget for a Winter City Strategy has been defined through the Municipal Accommodation Tax (MAT Tax).

Council thanked Mr. Greaves for his presentation and a copy was left with the Clerk.

**Margot Ursic, Kennedy Consulting, Sustainability Action Plan**

Adam Smith, Director of Development Services introduced Margot Ursic of Grounded Solutions and Amanda Kennedy of Kennedy Consulting.

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

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.

Kenora’s first Sustainability Action Plan is intended to provide guidance for a suite of projects that build local resilience to climate change in ways that help foster reconciliation and grow the green economy.

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

This Plan was developed with input from City staff from various departments, the Sustainability Advisory Committee (SAC), representatives of various organizations, and the community-at-large through a three-phased process. It was noted that former City employee Kylie Hissa, Strategic Initiatives Officer also played a key role in development of the plan.

As part of the development of this Plan, outreach was made to the Grand Council of Treaty Three (GCT3), Kenora Metis Council, the Kenora Chiefs Advisory (KCA) and the three surrounding First Nations' Chief and Council as part of the development of this Plan. As a result of this preliminary outreach, a representative from GCT3 was assigned to sit on the SAC.

The City remains firmly committed to continuing to engage with the local First Nations and local Indigenous organizations in accordance with their protocols, which in some cases are still being developed. The City welcomes local Indigenous-based interest in leading and / or supporting the implementation of one or more of the projects outlined in this Plan.

This Plan provides a solid framework for meaningful action and is a living document whose implementation details are expected to evolve over the next decade in response to the various partnerships as they develop, the nature and extent of the funding that is secured, and opportunities for green development in the community as they arise. Sustainability projects moving forward as part of this Plan are to be implemented between 2022 and 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, 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.

Kenora's first Sustainability Action Plan was developed based on a synthesis of research and engagement over a three-phased process:

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.

**Discussion:** Council thanked Margot and Amanda for their time and expressed their excitement for the plan to be implemented.

## **E. Reports:**

### **1. Corporate Services & Finance**

#### **1.1 2021 General Fund Investments**

**Recommendation:**

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

#### **1.2 Investment Policy Statement Review**

**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.

#### **1.3 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.

#### **1.4 Election 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.

**Discussion:** Council noted the proposed updated sign by-law addresses signage being placed in the roundabout which was a concern for many residents during the last election.

#### **1.5 Five Year Kenora Strategic Plan Adoption**

**Recommendation:**

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

### **2. Fire & Emergency Services**

#### **2.1 CEMC Appointment**

**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

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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.

### **3. Engineering & Infrastructure**

#### **No Reports**

### **4. Community Services**

#### **4.1 Cemetery Rates & Fees**

##### **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.

#### **4.2 Application to 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.

**Discussion:** Council questioned if the work will be completed if the funds are not received. It was confirmed that the work will proceed. The labour will be done internally with City Staff. The funding would allow for a researcher and market data collection.

#### **4.3 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.

**Discussion:** Councillor Goss expressed his excitement for this project. The Discovery Centre will be further developed into what it was truly intended to be. He extended his congratulations to staff.

#### **4.4 Janitorial Services Contract Agreement**

##### **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.

#### **4.5 Parks Public Washroom Contract Agreement**

##### **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.

#### **4.6 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.

#### **4.7 New Tourism Destination Brand Adoption**

##### **Recommendation:**

That Council hereby accepts the new Tourism Destination Brand.

## **5 Development Services**

#### **5.1 Chipman Street Pocked 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.

#### **5.2 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.

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**Discussion:** Councillor McMillan noted a positive of the Sustainability Action Plan is climate and environmental are also included in the Strategic Plan. The Sustainability Action Plan will play a key role. He thanked the community and committee members who committed time and ideas to developing the plan.

## **F. Proclamations**

None

## **G. Next Meeting**

### **Next Meeting**

- Tuesday, May 10, 2022

### **Zoning Bylaw Amendment D14-22-03 - 1439 Railway St (12:00 Statutory Meeting)**

#### **Recommendation**

That Council hereby approves the Application for Zoning By-law Amendment, File No. D14-22-03, to change the zoning of the subject properties from "ML" Light Industrial Zone and "R2" Residential – Second Density Zone with a "HL" Hazard Land Zone overlay and an "EP" Environmental Protection Zone overlay, to "GC" General Commercial Zone with a "HL" Hazard Land Zone overlay and an "EP" Environmental Protection Zone overlay; and further

That Council gives three readings to a by-law to that effect.

\*Councillor Chaze declared a pecuniary interest on this item at the Public Statutory Meeting at 12:00 noon which was a separate meeting.

## **I. Adjourn to Closed**

### **Resolution #2 - Moved by Councillor Van Wallegham, Seconded by Councillor Goss & Carried:**

That this meeting now be adjourned to a closed session at 10:44 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)

## **J. Reconvene to Open Meeting**

Council reconvenes to open session at 1:41 p.m. with the following direction from its closed session:-

### **Synergy North Shares**

That Council of the City of Kenora hereby authorizes the execution of a subordination and postponement agreement between the City of Kenora, Ontario Infrastructure and Lands Corporation and Synergy North Corporation; and

That in relation to the outstanding Note Payable of \$3,069,279.00, Synergy North be directed to make a principal payment of \$500,000.00 each year starting in 2022 until the full balance is paid in 2027; and

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That Administration secure a written commitment from Synergy North in the form of a letter of understanding committing to the repayment plan to Kenora for the existing debenture.

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

### **K. Close Meeting**

Meeting adjourned at 1:43 p.m.