



City of Kenora
Committee of the Whole Agenda
Tuesday, February 8, 2022
9:00 a.m.
Virtual Attendance

Council will be meeting electronically as permitted by the City of Kenora Procedural bylaw. Citizens and our Media Partners are encouraged to attend the virtual meeting via the Public Live Stream Event at:

<https://video.isilive.ca/kenora/>

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 February 15, 2022 meeting:-

Authorize budget amendments for the following:

- \$260,000 to be funded through the Ontario Trillium Foundation to install an accessible playground at Norman Park
- \$789,437 to be funded through Municipal Accommodation Tax (MAT) revenues for the delivery of the 2022 MAT Program
- Authorize an emergency purchase of a 2020 Western Star mounted with a 2021 Vactor 2100i PD body truck in the amount of \$234,000.00+HST to be funded through the Water & Wastewater reserve

Blessing & Land Acknowledgement

Councillor Poirier

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 January 11, 2022 be confirmed as written and filed.

D. Deputations/Presentations

- Central Community Club Presentation
- Allyson Pele, Northwest Business Centre – 2021 Highlights

E. Reports:

1. Corporate Services & Finance

Item Subject

- 1.1. December 2021 Financial Statements

2. Fire & Emergency Services

Item Subject

No Reports

3. Engineering & Infrastructure

Item Subject

- 3.1 Emergency Vehicle Purchase – Water Wastewater Division

4. Community Services

Item Subject

- 4.1 Central Community Club Project Contract Execution-Solid Construction
4.2 Vending Truck Program
4.3 Budget Amendment – Norman Park Accessible Playground

5. Development Services

Item Subject

- 5.1 Application to FedNor - Feasibility Study for By-Pass Corridor Development
5.2 Budget Amendment – 2022 Municipal Accommodation Tax Program

Other:

Next Meeting

- Tuesday, March 8, 2022

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) Receiving Advice that is Subject to Solicitor-Client Privilege (1 matter)
- ii) Education & Training (2 matters – NWHU Update, Development Services Update)
- iii) Disposition of Land (Railway Street Project – Phase 3)

Return to Open Session with Any Reports

Adjournment.



January 31, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Charlotte Edie, Director of Finance

Re: December 2021 Financial Statements

Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at December 31, 2021.

Background:

Attached for your information, please find the December 2021 summary expense and user fee statements for the City of Kenora and the Council department. At the end of December, the year is complete, so aside from year end adjustments, there should be no budget remaining.

This report addresses only those departments where it is forecasted that there will be a significant deviation from budget at year end. Most of the negative impacts are COVID related and will be funded by the Safe Start funding received in 2020 and 2021.

Overall: General Operations

- Expenses at the end of December 2021 were under budget to budget with 7.75% remaining to be spent.
- User fee revenues to the end of December 2021 are under budget with 38.02% left to collect

Significant pinch points in the general operations are as follows:

- Emergency Measures – Unbudgeted expenditures for direct COVID expenses are \$29K and for emergency evacuees \$63K. It is anticipated that both of these cost categories will be fully funded.
- Transit - Revenues continue to lag behind budget projections however they continue to improve from month to month. December revenue has yet to be posted. Revenue shortfall will be offset by COVID transit funding. Also, expenses are under budget by \$9K which will offset some of the revenue loss.
- Metered Parking – revenues continue to lag behind budgeted amounts and last year's numbers. The revenue to the end of November is reflective of the final revenue for 2021 as December was declared a free parking month. The revenue loss is partially offset by the reduction in wage costs as a result of a vacant position for part of the year. Expenses are under budget by \$64K. COVID funding will be used to subsidize this department.
- KRC Complex – both revenues and expenditures are significantly under budget so far in 2021. Revenues are reflected until the end of October due to a new system implementation. Substantial cost savings of approximately \$136K are evident in cleaning, utilities and repairs and maintenance.

- Thistle Arena – as with most of the recreation departments both revenues and expenditures are under budget. Expenditures are \$129K under budget. Revenues are reflected until the end of October due to a new system implementation.
- Pool – although the pool is under budget in revenues (reflected until the end of October) there are significant cost savings of almost \$300K in repairs and maintenance and salaries to offset the revenue loss. A significant part of this difference is the reduction in wages of both pool and maintenance staff.
- Keewatin Arena – revenues are considerable under budget (reflected until the end of October) with the shutdown of the arena early in 2021 and with the lack of summer ice. Currently departmental expenditures are \$69K under budget.

Overall: Sewer and water

- Expenses at the end of December 2021 were under budget with 10.88% remaining to be spent.
- User fee revenues to the end of December 2021 are close to budget with 6.23% left to collect. As of today's date final billings for 2021 usage are being completed. Once this is done the revenue accrual will be calculated and posted.

Overall: Solid Waste

- Expenses at the end of December 2021 were under budget with 7.5% remaining to be spent.
- User fee revenues to the end of December 2021 are over budget by 13.02%.

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.



January 27, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Jerry Derouard, Fleet Services Manager

Re: Emergency Purchase – Water Wastewater Division

Recommendation:

That Council hereby approves an allocation of \$234,000.00 + HST to be funded through the Water & Wastewater Reserve for the emergency purchase of a 2020 Western Star mounted with a 2021 Vactor 2100i PD body for the Water and Wastewater Division in advance of the 2022 budget approval.

Background:

On October 14, 2021 the City's 2014 Western Star tandem Vactor truck was involved in an accident which involved a rollover. The rollover caused severe damage to the unit and the insurance company has deemed the unit a total loss. The expected life span of the vehicle is upwards of 15 years and as such, was not due for replacement until approximately 2029 and therefore was not originally included in the 2022 budget. The City's insurance policy has provided a complete re-imbursment of the original cost of the 2014 Western Star at \$325,890.07 after deductible.

The truck in question is a vital part of the City's fleet and operation. It allows the water and wastewater collection team the ability to safely hydro-excavate ground for emergency and maintenance repairs of our water distribution and wastewater collection system. It is also used for jetting and cleaning sewer lines, cleaning of the grease mats at all 67 pumping stations, maintaining storm and sewer drains, flushing sand/debris out of culverts as well as being a diverse tool where backhoes can't be safely deployed. This piece of equipment allows the City to continue to provide its customers with a high level of service ensuring safe, potable and compliant water and wastewater underground services.

Since the loss of the vehicle, the Water and Wastewater Division has had to deploy contractors in order to manage emergency excavations and repair of its infrastructure. Our team has made great efforts to delay some of its general maintenance work in order to not strain the current available budget with potential increases due to contracting out. Currently, the City has only deployed Vactor Truck contractors ten times in a four month span, on a solely emergency basis which has cost the City \$29,038.18 in unbudgeted costs. If contractors were to be hired for the complete portfolio of work that the truck would have allowed us to perform, the costs to the budget would increase exponentially. It is also important to remember that spring is around the corner and as the outdoor temperatures fluctuate, frost is driven down which leads to an increase in breaks and leaks.

Once the Fleet Manager was advised by our insurance company that the truck was deemed to be a total loss, they immediately looked into replacement options. Fortunately, they were able to find an available suitable vehicle for our needs. The Fleet Division is looking to purchase a demo model from Joe Johnson Equipment which is a

2020 Western truck with 370 HP Cummins engine, mounted with a 2021 Vactor 2100i PD (positive displacement) body. The benefits with electing to purchase a demo model instead of a new unit are:

- The demo truck found is available within two weeks vs. the approximately 12-16 months to order a new build.
- The demo truck costs are approximately \$100,000 less than new build.
- The demo truck will be considered a new purchase by Joe Johnson and will have full warranty as if the City purchased a new unit. Our insurance package at this time will allow for full replacement vs total reimbursement of the original cost should anything happen.

The request to Council is deemed an emergency purchase as this truck is high priority in the delivery of water and wastewater services to the community. This demo truck will be purchased through Joe Johnson as a single source. This unit is in Winnipeg and can be put into service a week after purchase to allow time to install the required accessories.

Budget:

\$234,000+HST from Water and Wastewater reserves and included in the 2022 Capital budget, the total purchase price of the new unit is \$557,469.12 plus vehicle accessories and licensing.

Risk Analysis:

As per the requirements of the City's ERM policy, there is a moderate financial risk in not replacing the unit that will lead to higher costs through contract services after ~70 digs, this risk can be mitigated through the purchase of the replacement unit expected to have at least a 12 -15 year life cycle.

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

Strategic Plan or Other Guiding Document:

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



February 8, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Community Services

Re: Central Park Development Contract Execution-Solid Construction

Recommendation:

That Council hereby authorizes the Mayor and Clerk to execute a contract agreement between The Corporation of the City of Kenora and Solid Construction in the amount of \$1,302,253 for the purpose of constructing the new club house, outdoor rink and green space to be located at Central Park; and further

That Council accept the modified scope of work for this project, which excludes a slab design, in favour of the piles and grade beam design for the rink; and further

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

Background:

In March 2021, Central Community Club received \$596,662 under The Investing In Canada Infrastructure Program (ICIP): Community, Culture And Recreation Stream to construct a new community club building and ice surface.

During the conceptualization of this project, Council authorized a contribution of \$100,000 to the project and the Board undertook a number of fundraising activities raising approximately \$101,800. At that time, the total amount secured for the project was approximately \$798,462.

Through the Expression of Interest process, bids were submitted to complete the proposed work. Upon review, submitted costs at the time were in excess of the secured funds of \$798,462 and there was a shortfall of \$370,000.

At its August 24, 2021 Regular Meeting of Council, Council approved the recommendation to contribute an additional \$370,000 to help negate increases in project costs due to increase in the footprint of the Club and the accompanying green space, enhancements to the rink boards and other costs associated with the project. This commitment led to the signing of a Letter of Intent with Solid Construction with the specific purpose as noted:

"The formal design and subsequent CCDC-14 Design Bid Stipulated Price Contract with a maximum dollar amount of \$1,167,800 will be submitted with certified drawings that must be approved by City Staff. This Letter of Intent is to support the preliminary required construction work such as soil testing, foundation design and certification work in order to complete the design."

During the month of October, 2021, Solid Construction undertook a series of test holes to assess the soil conditions at the construction site. The resulting geotechnical report concluded that conditions were not favourable for a slab for the rink due to excessive

costs as a result of the depth of the hard pan. As a result, alternative foundation designs were evaluated for both the outdoor rink and the community club building through the months of November and December 2021. It is worth noting that major funders for this project were notified of the need to move away from the slab design in December of 2021.

In January 2022, Solid Construction presented the final costing to the project team which includes City of Kenora staff and the Central Community Club Board. The design includes piles and grade beam for both the rink and the clubhouse. This price includes a donation to the project from Solid Construction in the amount of \$70,000. The overall project which includes a contingency of \$53,925 has now increased by an additional \$153,590. The Central Community Club Board has accepted responsibility to make up the \$153,590.

The Letter of Intent has now been fulfilled and the next step in the process is to enter into the formal contract for construction. The contract has been reviewed by the City's solicitor. Once the contract is signed, work will begin to place and pound the piles as quickly as possible.

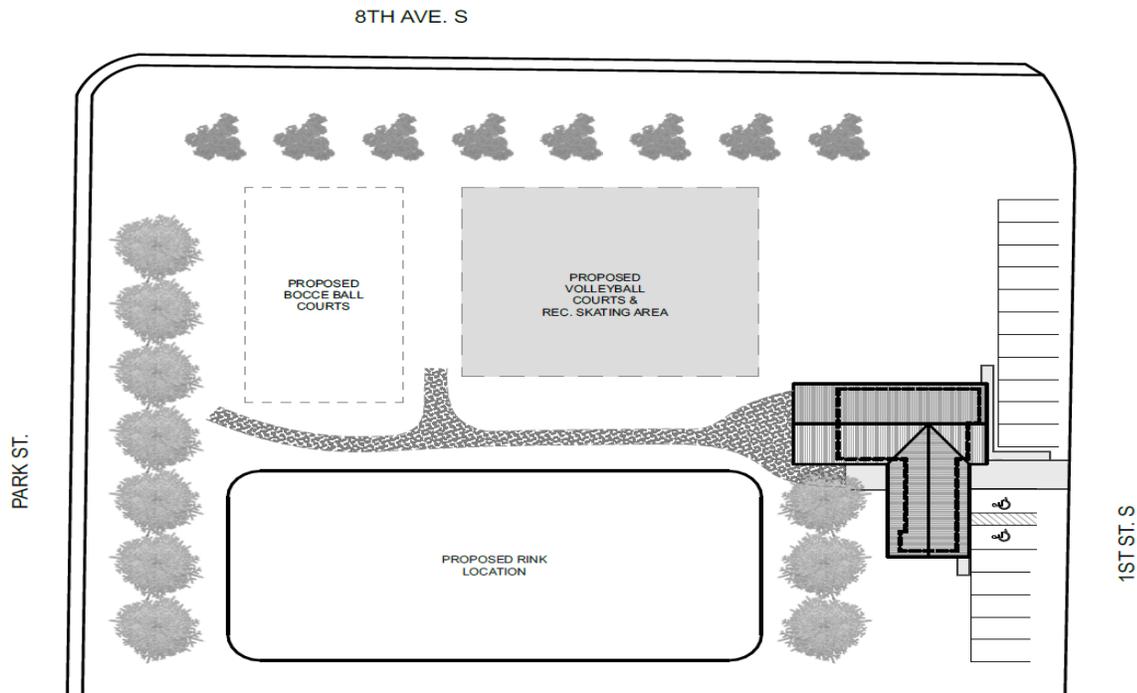
A summary of the funding relative to the contract value is as follows:

Funding	Amount
Initial monies raised by Board (includes ICIP funding and City contribution of \$100,000)	\$798,462
Addition Contribution from the City	\$370,000
Central Community Club Board – additional commitment to raise funds	\$153,590

Total funding available: \$1,322,052
 Less costs incurred to-date (\$19,137)

Total value of contract \$1,302,915

Images for the project:





Once the contract is signed work will begin shortly after to install the drilled piles for both the rink and the club house while there is still frost in the ground. This will be followed by forming of the grade beam for both the rink and the club house. Construction will take place over the course of spring, summer and fall of 2022.

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, given the total value of the project exceeds \$1,000,000, the risk associated to this project is classified as extreme.

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.



January 26, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Community Services
Adam Smith, Director of Development Services

Re: City of Kenora Vending Truck Program

Recommendation:

That Council approves the continuation of the City of Kenora Vending Truck program; and further

That Council directs staff to undertake a competitive Request for Proposals process to engage vending trucks for the 2022 season; and further

That Council hereby delegates authority to the City Clerk to enter into vending truck agreements with selected proponents for the Harbourfront and Lake of the Woods Discovery Centre locations.

Background:

The Vending Truck Program was created in 2012 following construction of the Whitecap Pavilion to assist in activating the Harbourfront. Initially, vendors who were selected following a competitive process entered into agreements for three year terms. In 2021, staff reviewed the program to evaluate recruitment and potential enhancements in response to COVID-19. As a result, in an effort to allow for improved flexibility and maximization of possible vendor offerings, staff revised the Request for Proposal process to allow interested applicants the option to determine the length of term with a minimum of two weeks rather than a three year commitment. As there were no vending trucks committed moving into the 2021 season, the goal of these revisions was to entice proponents while potentially creating a rotating schedule that would include both the Harbourfront and the Discovery Centre locations.

Staff are positioning to deliver the Request for Proposals process for 2022 at the beginning of March so as to allow for sufficient time for response and securing of vendors for the upcoming season, defined as June 1- August 31, 2021. Requests from vendors to operate outside this period will be considered on a case-by-case basis as in previous years. The 2022 Request for Proposals will follow the same framework as in 2021 with the opportunity for vendors to apply for a minimum of a two week term, depending on the preference of the proponent. This flexibility is included so as to position the City of Kenora to attract a rotating schedule of vendors or a mix of seasonal and rotating vendors depending on the response from the market.

Further, in 2022, staff completed a rate comparison of similar vending truck programs in surrounding municipalities. See below:

City	Type	Cost per Month	Additional Info
Kenora	Vending Truck-Harbourfront/Discovery Centre	\$560.00	Weekly rent \$105 plus \$35 electrical-Tax not included
Thunder Bay	Refreshment Vehicle License	\$52.96	Application Fee and Fire Inspection- No Parks Permitted
Winnipeg	Mobile Vendor Permit -on street	\$314.50	\$50 App. Fee
	Mobile Vendor Permit -on street	\$112.20	\$50 App. Fee
Sault St Marie	Resident-Stationary & Mobile Temporary Sales	\$50.00	\$300 Late License Fee
	Non-Resident Stationary & Mobile Temporary Sales	\$100.00	\$600 Late License Fee
Toronto	Motorized Refreshment Vehicle License	\$103.90	*All fees include HST
	Mobile Vending Permit	\$406.82	

The City of Kenora current rate is slightly higher than what is charged in other communities. Based on this analysis, staff are not recommending an increase to rates and will deliver the 2022 Request for Proposals process utilizing the current rate structure.

Budget:

Estimated revenue is \$5,000 - \$7,000, however, this is dependent on the success of the program. Potential revenue has been included in the 2022 operating budget.

Risk Analysis:

There is moderate governance risk related to these recommendations as there has been some public feedback received previously regarding the existence of the vending truck program and associated fees. It is Administrations view that this risk should be accepted and the program should continue because of the benefit of activating high volume tourism venues. Vending trucks are commonly found in other communities and contribute to activation in public spaces. Based on an analysis of vending truck programs in other municipalities, fees currently charged by the City of Kenora are slightly higher than those in surrounding communities and no increases are recommended.

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;
- 1-2 The City will ensure Kenora is recognized as being ‘Open for Business’ and facilitating development through streamlining application and approval processes, effectively eliminating any ‘red tape.’

Five Year Tourism and Economic Development Strategy

- 1-4 – Advance Kenora’s position as a host community for special events



February 8, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Community Services

Re: Budget Amendment – Norman Park Playground Project

Recommendation:

That Council hereby approves a budget amendment in the amount of \$260,000 to be funded through the Ontario Trillium Foundation to install an accessible playground at Norman Park; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2022 Capital Budget at its February 15, 2022 meeting for this purpose; and further

That Council give three readings to a By-law to amend the 2022 capital budget for this purpose.

Background:

On December 3, 2021, Council held a Special Meeting of the Whole to review the 2022 Capital Plan. At Council's December 21, 2021 Regular Meeting, the 2022 Capital Plan was approved. In that Plan, Administration had put forward a \$150,000 playground replacement to occur at Norman Park.

Prior to that time, at its October 19, 2022 Regular Council Meeting Council had approved Administrations recommendation to submit an application to the Ontario Trillium Foundation for the playground to be upgraded to a fully accessible playground.

The City of Kenora was successful in its application and will receive \$260,000 from the Ontario Trillium Foundation.

Budget:

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

Communication Plan/Notice By-law Requirements: Bylaw and public notice of budget amendment.

ERM Assessment:

As per the requirement of the City's ERM Policy, staff have identified a low risk to the City.

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.



January 27, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Adam Smith, Director of Development Services

**Re: Application to FedNor - Feasibility Study for By-Pass Corridor
Development**

Recommendation:

That Council of the City of Kenora hereby approves an application to FedNor in the amount of \$200,000 to undertake a feasibility study to examine opportunities for commercial development along the Highway 17 by-pass corridor; and further

That the City of Kenora confirms its financial contribution of up to \$20,000 to be funded through Municipal Accommodation Tax (MAT) revenues; and further

That Council hereby approves any cost overruns associated with the project.

Background:

Identified in the 2022 Capital Budget, the by-pass corridor feasibility study is driven by the need to find new opportunities for commercial growth in the municipality and assess the potential of an area that witnesses high traffic volumes on a daily basis. Currently, the scope of the project is focused upon research components, technical analysis related to servicing costs and capacity, and investment attraction elements.

If successful in the funding application, staff will proceed with a competitive Request for Proposals process to select a consultant to complete the project. Following completion of the study, there may be additional funding available through external agencies to support the readiness of the land for development.

Budget:

Total estimated project costs are \$200,000 with 90 percent funding to be requested from FedNor. The City of Kenora contribution has been allocated in the 2022 MAT program.

Risk Analysis:

There is a moderate financial risk that is deemed to be an opportunity given that most project costs will be supported by FedNor if the application is successful. In the event that the application is not successful, the project will not occur in 2022.

Communication Plan/Notice By-law Requirements:

By-law required when contribution agreement is received from FedNor.

Strategic Plan or other Guiding Document:

- 1-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district;
- 2-4 The City will act as the catalyst for continuous improvements to the public realm.



January 27, 2022

City Council Committee Report

To: Kyle Attanasio, CAO

**Fr: Adam Smith, Director of Development Services
Stace Gander, Director of Community Services
Josh Nelson, Tourism and Recreation Manager
Megan Dokuchie, Economic Development Officer**

**Re: Budget Amendment – 2022 Municipal Accommodation Tax
Program**

Recommendation:

That Council hereby approves an allocation of \$789,437 to be funded through Municipal Accommodation Tax (MAT) revenues for the delivery of the 2022 MAT Program; and

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2022 Capital Budget at its February 15, 2022 meeting to withdraw funds from MAT revenues in the amount of \$789,437; and further

That Council give three readings to a by-law to amend the 2022 Capital Budget for this purpose.

Background:

City staff presented the 2022 MAT Program at the December 21, 2021 meeting of Council. To proceed with the proposed projects and activities, a budget amendment is required. This amendment will allow staff to begin delivery of projects included within the 2022 MAT Program. A list of proposed projects, as presented previously, is attached with this report.

Previously, the allocation of MAT revenue towards projects would occur as part of the Operating Budget process. Due to the nature of these projects and importance of timing for their delivery, staff are proceeding with an amendment to the Capital Budget and further, will have these projects identified in the Capital Budget in future years.

Budget:

Total budget is \$789,437 for all MAT projects and allocations in 2022.

Risk Analysis:

There is increased financial risk to approving this amendment given the value of the overall program, however, this risk should be accepted as it will allow the projects to proceed and MAT funds to be allocated. Risk will be mitigated through adherence to the Procurement Policy.

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

Strategic Plan or Other Guiding Document:

Alignment with 2021 Five Year Economic Development and Tourism Strategy and development of MAT program.

MAT Projects 2022

Projected Opening Balance	\$ 550,000
Projected 2022 MAT Revenue	\$ 323,000
Total 2022 MAT for Allocation	\$ 873,000

Mandatory for 2022

Project	Budget
Annual	
Annual Marketing Allocation	\$ 85,000
Partnership Opportunity Fund	\$ 30,000
Event Attraction Reserve	\$ 25,000
KHA Contribution	\$ 140,309
Total	\$ 280,309

Other

NEW

Carryover

Keep it in Kenora Marketing	\$ 5,000	
2022 Economic Recovery Plan Implementation	\$ 20,000	
Harbourtown Centre Streetscaping Program		\$ 10,000
Pocket Park Development		\$ 100,000
Coney Island Shuttle	\$ 15,000	
McLeod Park + Husky the Muskie - Renovation and Rehabilitation	\$ 94,128	
Pedestrian Wayfinding Program		\$ 5,000
Harbourfront Detailed Design Contribution		\$ 50,000
Total	\$ 134,128	\$ 165,000

Grand Total - 2022 Mandatory Projects \$ 579,437

Total Available Funds for Optional Projects \$ 293,563

Add: Optional

Community Improvement Plan Program Review	\$ 35,000
Acquisition of PA System	\$ 5,000
Tunnel Island Trail Navigational Signage	\$ 5,000
Kenora Postcard Project	\$ 5,000
Adirondack Chair Photo Opportunity	\$ 10,000
Disc Golf Infrastructure	\$ 15,000
Harbourtown Centre Holiday Lighting Program	\$ 40,000
Discovery Centre Expansion Study	\$ 15,000
Pocket Park Detailed Design	\$ 25,000
Starter Company Plus Program Enhancement	\$ 10,000
By-Pass Corridor Development Study Contribution	\$ 20,000
Winter City Strategy	\$ 25,000
Total	\$ 210,000

GRAND TOTAL 2022 PROJECTS \$ 789,437

Projected Balance - End of 2022 \$ 83,563