



**City of Kenora
Special Committee of the Whole Meeting**

AGENDA

**Tuesday, October 24, 2023
City Hall Council Chambers
9:00 a.m.**

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

A. Call Meeting to Order

B. Land Acknowledgement – Councillor Koch

C. Public Information Notices

N/A

D. Declaration of Pecuniary Interest & the General Nature Thereof

Any Member of Council to Declare any Pecuniary Interest and the General Nature Thereof pertaining to any items as follows: -

- 1) On Today's Agenda
- 2) From a Meeting at which a Member was not in Attendance

Subject

- 1. 2024 Budget Requests**
 - All Nations Health Partners Recruitment Committee
 - Triple Play
 - Kenora Public Library Board
 - The Muse
- 2. 2024-2026 Draft Operating Budget Summary Presentation**
- 3. Motion to Adjourn to Closed Session**

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 the following item:

 - Labour Relations (1 matter-negotiations)
- 4. Return to open session with any reports**
- 5. Adjournment**

2024-2026 Draft Operating Budget Summary

Operations Budget	2022 Actual	2023 Budget	2024 Draft	2025 Projected	2026 Projected
Revenue					
Appropriations from Reserve	\$1,170,435	\$1,369,126	\$130,928	\$70,000	\$20,000
Federal Government Funding	\$2,054,132	\$270,000			
Miscellaneous Revenue	\$1,242,854	\$2,714,645	\$3,433,393	\$3,022,897	\$2,558,932
Provincial Government Funding	\$2,133,351	\$4,044,384	\$4,052,790	\$4,054,790	\$4,054,790
User Charges	\$2,621,298	\$3,029,125	\$3,124,386	\$3,251,922	\$3,302,714
Total Revenue	\$9,222,070	\$11,426,779	\$10,741,497	\$10,399,609	\$9,936,435
Expense					
Appropriations to Reserve	\$222,901	\$1,536,164	\$1,767,004	\$2,151,217	\$2,230,820
Operating Expense	\$25,590,716	\$22,664,855	\$23,071,069	\$23,677,534	\$24,708,411
Salaries Expense	\$12,435,469	\$16,225,554	\$16,499,825	\$16,633,743	\$16,829,403
Transfer to Capital	\$817,744	\$1,079,443	\$1,659,975	\$3,094,642	\$4,140,780
Total Expense	\$39,066,830	\$41,506,016	\$42,997,873	\$45,557,135	\$47,909,414
Net Total	(\$29,844,761)	(\$30,079,237)	(\$32,256,377)	(\$35,157,527)	(\$37,972,979)

* 2022 Actuals are Unaudited/Incomplete

1% Tax Levy \$ 300,792

2024 Forecast as per the 2023 Adopted Budget

33,395,311 **11.02%**

OCIF (Ontario Community Infrastructure Funding)

1,220,000

32,175,311 **6.97%**

GFL Contract (6 months)

360,000

One Time Pause - Reserve Contributions

370,907

Departmental Reductions

188,720

Refined Revenue forecasts

207,500

Increase in miscellaneous expense

(100,837)

2024 Budget Submission

31,149,021

3.56%

Ontario Provincial Police

(216,063)

Council Direction (October 12th)

(891,292)

2024 Draft Submission Increase

32,256,376

7.24%

Net Increase over 2023 Adopted Budget

(\$2,177,140)

CORPORATE

Corporate revenues support the operating departments. General support revenue includes Provincial Power Dam and Ontario Municipal Partnership Fund. Interest Income and Contribution from the Citizen Trust are included in the Corporate Planning Center.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve		\$653,360				
Miscellaneous Revenue		\$2,400,000	\$2,437,500		\$2,387,500	\$2,387,500
Provincial Government Funding	\$3,609,154	\$3,485,745	\$3,485,745		\$3,485,745	\$3,485,745
User Charges		\$55,500	\$55,500		\$55,500	\$55,500
Total Revenue	\$3,609,154	\$6,594,605	\$5,978,745	1.	\$5,928,745	\$5,928,745
Expense						
Appropriations to Reserve			\$130,000		\$130,000	\$130,000
Operating Expense	\$30,787		\$21,000		\$21,000	\$21,000
Total Expense	\$30,787	-	\$151,000	2.	\$151,000	\$151,000
Net Total	\$3,578,367	\$6,594,605	\$5,827,745		\$5,777,745	\$5,777,745

Full-Time Equivalent Positions

* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

One time appropriation from the Tax Rebate Reserve to provide Fiscal Stabilization	(653,360)
Decrease in Property Tax Penalties and Interest reflective of actual experience	(70,000)
Sponsorship Revenue - Naming Rights	57,500
Increase in Interest Income	50,000
	<u>(615,860)</u>

2. Expenses

2023 reduction to the appropriation to Accessibility and Contingencies Reserves	130,000
Sponsorship commission expense	21,000
	<u>151,000</u>

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Corporate	(\$30,787)	\$6,594,605	\$5,827,745	\$5,777,745	\$5,777,745
Net Total	\$3,578,367	\$6,594,605	\$5,827,745	\$5,777,745	\$5,777,745

General Government

Mayor & Council - The role of a Council has often been described as that of a steward. Council represents the public and considers the well-being and interests of the municipality. They develop and evaluate the policies and programs of the municipality to determine which services the municipality provides. Council ensures that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council and ensures the accountability and transparency of the operations of the municipality, including the activities of the senior management to maintain the financial integrity of the municipality. Council gives strategic direction to the Chief Administrative Officer (CAO), who then establishes direction to the rest of Administration.

Organizational Support - Administration covers miscellaneous costs associated with sustaining municipal operations, but not with any department. It includes the CAO, CAO's Executive Assistant, and the Senior Leadership Team, whose activities involve multiple departments. The CAO is Council's only employee. As the head of Administration, the CAO's job is to advise and inform Council, implement the decisions that Council makes, and manage the delivery of municipal programs and services.

SERVICE DESCRIPTIONS – GENERAL GOVERNMENT

Transparent Communication Internally and Externally:

The Chief Administrative Officer's Department is committed to providing transparent communication to the organization, and further ensuring that the public is aware of service level commitments and service delivery.

Health and Safety:

The CAO, along with the organization, is committed to ensuring safety of its staff is priority.

Intergovernmental Affairs:

The CAO's office liaises with many groups and organizations to ensure communication is sustained. The CAO's office communicates with provincial and federal ministries on a regular basis, and other agencies to continue and maintain relationships on ongoing and upcoming matters

Legal Advice and Direction:

This is a service level that the CAO's office oversees to ensure the organization is making sound decisions. The City Clerk oversees the Municipal Prosecutor who is responsible for the Provincial Offences prosecutions of the City.

Follow-Ups Publicly, Organizationally, and With Council:

The CAO's office is responsible for the focus and clarity of follow up between and with the organization, the public and its residents, as well as Mayor and Council.

SERVICE DESCRIPTIONS – GOVERNANCE

Committees of Council:

Serves as a recording secretary for all meetings which includes agenda and minute preparation. Tracking and follow-up of all official decisions and documents resulting from Council Meetings.

Freedom of Information & Protection of Privacy Act:

Administers the lifecycle of an access request, including review of records and consulting with applicants and third parties. Responds to administrative inquiries for routine disclosure and provides advice in uploading FOIPA as required.

Follow-Ups Publicly, Organizationally, and With Council:

The CAO's office is responsible for the focus and clarity of follow up between and with the organization as a whole, the public and its residents, as well as Mayor and Council.

Communications:

Handles media inquiries, videos, key messages, Council messaging, and other support pieces for Council and the organization. Oversees crisis and emergency communications; create awareness of internal staff initiatives, municipal website and social media pages, as well as campaigns. Facilitates internal records management in accordance with TOMRMS.

By-Laws:

Provides organizational wide By-law administration; manages By-law registry; liaises with departments to ensure legislated notices relating to By-laws such as public hearings, are prepared in accordance with legislation.

Municipal Elections & Census:

Performs municipal elections duties every 4 years, or as required. Oversees municipal census as required.

Commissioner of Oaths:

Provides commissioner services to the organization and the public, as required.

Helpdesk & Desk Support:

Facilitates and oversees IT Support contracted services, municipal security cameras; as well as any IT initiatives.

Customer Service:

Provides front line customer service for the City overall by receiving in-person, electronic and telephone service requests. Manage utility customer requests, bill utility accounts, and manage issues with customer accounts. Provide collection support of utility charges. Manage all parking and docking requests for City owned spaces.

Licensing

Receive applications for City licensing including business, marriage, lottery, sign, taxi, dog tags and other municipal licenses along with issuing burial and fire permits.

Civil Marriage Ceremonies

Perform civil ceremonies upon request.

Corporate Records

Manage the legal, economic and historical transactions of the City through its records and documents.

SERVICE DESCRIPTIONS – HUMAN RESOURCES

Recruitment and Selection:

Human Resources staff provide specialized assistance to departments throughout the recruitment process, including developing advertisements and interview questions, conducting interviews and reference checks, and completing the on-boarding process. When one includes making interview arrangements and notifying unsuccessful candidates, each selection process can consume many hours of staff time to fill each vacancy and we often have multiple selection processes ongoing at any one time.

Compensation and Benefits Administration:

Human Resources administers the policies that govern all aspects of employment, including the remuneration and terms of employment for Municipal employees. They administer payroll and the benefits programs for different staff groups as well as elected officials. The department aids with retirement planning, leave management and pension strategies and administration. The Municipality also provides Employee and Family Assistance Program coverage to its employees, to assist them in accessing confidential services for dealing with many of life's challenges.

Organizational Effectiveness and Efficiencies:

Human Resources, in collaboration with the management staff, oversees different HR projects and initiatives encompassing performance management, job evaluation and design, employee recognition, workload management and engagement. The department is responsible for designing strategies and programs to continually drive and support a workplace culture that builds trust, inclusivity and promotes excellence.

Risk Management and Insurance:

The Risk Management and Insurance Branch is responsible for the placement and administration of all City insurance coverage and the handling of all third-party liability claims made against the City relating to personal injury or property damage. Some of its specific functions include:

- Assisting other City departments in mitigating claims risk;
- Approving third party insurance certificates provided by vendors performing services for the City, parties who enter into agreements with the City, or those hosting special events on City property for personal use, etc.
- Investigating and processing any personal or property damage claims made against the City.

Training and Employee Development:

Human Resources coordinates the delivery of the Municipality's internal training program, offering a broad range of skills and training each year. The training program is built around developing the core competencies within staff to make them more comfortable with the challenging aspects of their existing jobs as well as preparing them to take on new jobs in the future. Annual offerings include various safety trainings, wellness trainings, first aid, mental health first aid, conflict resolution as well as leadership, supervisory and management skills development

Advisory Services, Employee and Labour Relations:

Human Resources staff promote harmonious labour/management relations, productive work environments, and fair and equitable treatment of employees through the consistent application of collective agreements, labour relations legislation, and workplace policies. Maintaining good employee relations is important to running a safe and efficient operation. The department also maintains a number of employment-related policies and addresses any human rights, respectful workplace, and other employment issues when they arise.

Occupational Health, Safety, and Wellness and Disability Management:

Human Resources leads the health & safety function at the municipality, with the support of OHS Committee members and management staff who promote a safe work environment for our employees. Human Resources is also the main point of contact for employees who require temporary or permanent accommodation in their work duties because of illness or injury. They work with management, the employee and the employee's physician to identify suitable work opportunities wherever possible, to assist the employee in returning to meaningful, productive work that meets with their medical restrictions. Other supports include interpretation and advice on OH & S legislation and WCB claims administration.

SERVICE DESCRIPTIONS – FINANCE

General Financial Administration:

Provide financial guidance to all departments in relation to all day-to-day activities. Consult with management to provide financial insights on various topics/issues/projects. Research industry best practices and employ where possible to improve operations and increase efficiencies.

Annual Budgeting:

Coordinate the preparation and finalization of annual budgeting process. Perform quarterly review of budget vs. actuals. Highlight and address variances.

General and Utility Billings:

Provide Accounts receivable services to all departments. Prepare monthly invoices for all monthly charges, liaising with customer for all billing accounts and collections, including utilities.

Financial Policy:

Provide financial policy for the City of Kenora with guiding principles to set a sound and sustainable financial standard.

Financial Reporting and Audit:

Review and approval of daily financial transactions of all areas of the organization. Monthly review and bank reconciliations. Financial Statement preparation, liaising with auditors to perform the annual financial audit. Submission of the Financial Information Return (FIR).

Accounts Payable Services:

Process invoices for payment to all vendors providing services to the Municipality. Coordinate with vendors on their accounts and provide updates on pending payments.

Taxation and Assessment:

Work with Municipal Property Assessment Corporation (MPAC) to prepare the assessment roll for the Municipality for all residential and non-residential tax rolls. Prepares and mails out tax notices semi-annually for all tax rolls in the Municipality. Provide information and other services to taxpayers in relation to the tax accounts. Conduct tax recovery process for all delinquent tax rolls including (tax notifications, tax payment plans, tax sales).

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve	\$204,580	\$136,999				
Federal Government Funding	\$26,654					
User Charges	\$192,893	\$191,472	\$195,705		\$197,857	\$199,418
Total Revenue	\$424,127	\$328,471	\$195,705	1.	\$197,857	\$199,418
Expense						
Appropriations to Reserve	\$210,000	\$236,885	\$213,712		\$248,271	\$318,592
Operating Expense	\$1,081,787	\$1,121,862	\$1,153,497		\$1,144,035	\$1,330,509
Salaries Expense	\$2,666,863	\$2,863,733	\$2,903,506		\$2,930,998	\$3,052,452
Transfer to Capital	\$17,000		\$50,000			
Total Expense	\$3,975,650	\$4,222,480	\$4,320,715	2.	\$4,323,304	\$4,701,553
Net Total	(\$3,551,523)	(\$3,894,010)	(\$4,125,010)		(\$4,125,448)	(\$4,502,135)

Full-Time Equivalent Positions 33.06 33.06 33.06 33.06

* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

Decrease in Transfer from Reserves:

Finance - support Succession of Director of Finance (106,999)
 Building - City Hall HVAC upgrade (30,000)

Increase in volume of Licenses (Lottery, Taxi, Tax Certifications) 4,233
(132,766)

2. Expenses

Increase in Software:

File Hold Program/user fees 23,161
 Microsoft licenses 38,286

Increase in Transfer to Capital (capital projects funded through Net Tax Levy) - CCTV 50,000

Increase in Salary and Benefits due to a reduction in the Vacancy Management, Restatement of FTE to include Safety Wellness position, Regular Salary Steps, Labour (costing), Pension and other General 39,773

Increases, offset with the Redistribution of the approved Compensation review (previously held in HR -

Increase in Computer Maintenance as per the replacement schedule:

Human Resources - Training Laptops 40,262
 Finance (3,560)

Increase in Insurance claims - previously unbudgeted 26,149

Increase Donation to Physician Recruitment Committee 15,000

Increase in Subscriptions and Memberships for Professional Staff Designations 6,886

Increase in Administrative Support/Overhead Recovery (Customer Services, Communications, HR, Finance, and IT Support) (77,788)

Decrease in Transfer to Reserve for Succession - one year pause (30,000)

Decrease in Training as a result of increase online offers (8,500)

Decrease in Legal expense:

Human Resources (10,000)
 City Clerks 2,900

Miscellaneous adjustments (14,334)

98,235

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Governance/Human Resources/Finance	(\$3,146,465)	(\$3,480,278)	(\$3,669,087)	(\$3,713,171)	(\$3,945,245)
Mayor and Council	(\$405,058)	(\$413,731)	(\$405,924)	(\$412,276)	(\$556,890)
Net Total	(\$3,551,523)	(\$3,894,010)	(\$4,075,010)	(\$4,125,448)	(\$4,502,135)

PROTECTION

Fire - The City of Kenora Fire and Emergency Services is dedicated to providing public fire safety services to our citizens that result in improved quality of life and peace of mind. As a Team, we strive to minimize losses and suffering through emergency service delivery, fire prevention and public fire education, and community service activities. We will provide our service and treat those we serve and each other in a manner that is honest, fair, and unbiased; honour our heritage, actively participate in our community, and serve with integrity; strive to support the individual development, personal satisfaction, and pride of all members; and endeavour to uphold the unique camaraderie and trust that is the fire service.

Police - The City of Kenora is policed by the Ontario Provincial Police (OPP) and costs which are base cost plus calls for service are included in External Organizations funding. The Police service board, which is a Section 10 Board, provides strategic direction to the policing service which focuses on community priorities.

Emergency Management - Emergency Management establishes a framework for coordination, development and implementation of prevention, mitigation, preparedness, response, and recovery strategies to maximize the safety, security and resiliency for City of Kenora residents. The Emergency Management and Civil Protection Act, 1990 provides that every municipality shall develop and implement an Emergency Management Program and that the Council of the municipality shall by By-law adopt the Emergency Management Program (Bylaw #135-2017). The Act requires that every municipality shall formulate an Emergency Response Plan, outlining the provision of necessary services during an emergency, the procedures related thereto, and the manner in which employees of the municipality and other person will respond to the emergency.

By-Law Services - The Enforcement Services Department provides frontline interaction and response to public concerns through regarding bylaw enforcement. The Department provides complaint responses to municipal By-laws, offences that fall under provincial legislation, and answers questions related to municipal By-laws.

Building Inspection - Examination of plans, issuing building permits, inspection of construction and plumbing within City limits. Enforcement of building and property standards, By-laws, and the Ontario Building Code. Maintenance of Municipal Street Addressing.

Facility Operations - The Facilities Department is responsible for the maintenance, cleaning and capital planning and project delivery for 120 buildings, structures, wharfs and docks. These structures include any City owned facility ranging from recreation facilities to public washrooms. The department is also responsible for office moves, fire alarm and security alarm maintenance and electrical compliance safety inspections.

911 Emergency Access - Provision of access to 911 emergency services

SERVICE DESCRIPTIONS - FIRE

Under Protective Services, there are 3 fire stations:

- Station #1 – Kenora
- Station #2 – Keewatin
- Station #3 – West HWY

Operates & Trains Firefighters In The Effective Fire Operations Of The Following Equipment:

- 7 – Pumpers
- 1 - Rescue
- 1 - Aerial Truck
- 1 – Fire Boat

Emergency Response:

The City of Kenora Fire and Emergency Services (CKFES) undertakes and provides the following emergency and response services: basic firefighting (no expected rescue component), structural firefighting including rescue, vehicle firefighting, grass, brush and forestry firefighting, marine firefighting, island firefighting, basic medical assist and ambulance assistance to Standard First Aid and CPR levels, awareness level hazardous materials, operations level hazardous materials, and limited technicians hazardous materials, vehicle accidents, vehicle extrication, transportation incidents involving vehicles, trains, aircraft, and watercraft, water and ice rescue-shore based, water and ice rescue-water entry based, and water and ice rescue-boat based, limited high angle rescue, limited confined space rescue, mutual aid participation, community emergency service plan participation, public assistance, public utilities assistance, police assistance and role as Assistant to the Fire Marshal, re: a duty to report.

Emergency Management:

The aim of Emergency Management is to provide a set of generic action guidelines to increase the City’s ability to efficiently and effectively deploy services and resources to protect the property and the health, safety, and welfare of the residents of the City of Kenora during emergency situations. The City of Kenora Emergency Plan is a generic and flexible document, adaptable to any emergency situation, reflecting the five components of emergency management, which are prevention, mitigation, preparedness, response, and recovery.

Training and Education:

CKFES minimum training standard will be the Ontario Firefighter Curriculum.
CKFES shall supplement the foregoing minimum training standard by accessing specialized National Fire Protection Association Training Programs as offered through the Ontario Fire College or other such similar educational institutions.
CKFES shall access training programs as offered by the Ontario Municipal Prevention Officers and the Ontario Fire and Life Safety Educators Associations.
CKFES shall access Executive Development Training as offered at the Ontario Fire College or other such similar educational institutions.

Fire Prevention and Public Fire Safety Education:

The CKFES has established a wide range of Public Fire Safety and Prevention Programs that occur throughout the year and focus on children, young adults, older adults, and seniors. Programming activity includes but is not limited to the following: Risk Watch, TAPP-C, Put a Lid On It, Older and Wiser, Remembering When, Alarmed for Life, Your Safe Home, Babysitter Program, Annual Home and Sports Show, Lake of the Woods Property Owners Association, Media-radio, television, and newspaper, Fire Station Tours, School Presentations, Safe Grad, Christmas Fire Safety, Spring Fire Safety, Portable Fire Extinguisher Training-Nursing Home Staff, Hotel Staff, and City Staff, Water and Ice Safety, and Burning By-Law. The CKFES has established a substantive inspection program. Included types of inspections are the following: Commercial/Industrial, A, B, and C Occupancies, 9.3 OFC, 9.4 OFC, 9.5 OFC, 9.6 OFC and 9.8 OFC, Residential upon request, Complaint, Solid Fuel Appliance, Liquor License, Real Estate Sales, and Burning By-Law. Fire investigations shall be provided in accordance with the Fire Protection and Prevention Act. Fire Prevention Training shall be maintained to the Ontario Fire Service Standard for Fire Prevention Officers, and to the Ministry of Municipal Affairs and Housing Standards. New construction inspections and plan reviews of buildings under construction in matters respective of fire protection systems within buildings shall be conducted in accordance with the applicable By-Law and operating procedures.

SERVICE DESCRIPTIONS – BY-LAW SERVICES

Provincial Offences (POA)

The Provincial Offences Act (POA) is a provincial statute that sets out procedures for the prosecution of offences under other provincial statutes and regulations and municipal by-laws. The City’s Provincial Offences division provides for the prosecutorial and court administrative functions for all Provincial Offences matters on behalf of the Red Lake, Sioux Narrows-Nestor Falls and Kenora Court Service Area, including enforcement, collection and distribution of fine revenues.

Crime Prevention and Community Well-Being Committee:
The Crime Prevention and Community Well-Being Advisory Committee serves as a resource and advisory body to the Municipal Council on matters relating to crime prevention and community well-being in the City of Kenora.

Complaint Response:

This includes complaints that are made by residents and visitors to the community with respect to By-law infractions. They can also be received by other law enforcement agencies, emergency services, and/or community-based groups and businesses.

Community Ambassador Program:

Seasonal positions assist front line engagement with making the downtown core areas of the community a safer place.

SERVICE DESCRIPTIONS – BUILDING INSPECTIONS

Building Permits

The Building Inspection department processes over 150 permits annually. A Building Permit provides property owners with formal permission to begin construction or demolition of buildings on their property. Building Permits control types of construction and ensure that minimum building standards are met. The Building Permit process protects each homeowner's interests, as well as those of the community at large. Permits help ensure that any structural change is safe, legal, and sound. It is unlawful to start construction or demolition without posting a valid Building Permit. Applications for a simple alteration or addition can be processed quickly, but more complex proposals may take longer. The Ontario Building Code requires that a municipality review a complete permit application within a certain timeframe where the application meets the criteria set out in the Code. For example, the timeframe on a permit application for a house is 10 days. For a more complex building, such as a hospital, the time frame is 30 days. Within this timeframe, the municipality must either issue the permit or refuse it with full reasons for denial. For incomplete applications Notice of Deficiencies are sent in accordance with this timeframe.

Addressing:

Work with GIS to assign new Municipal Addresses.

Occupancy Permit:

An Occupancy permit or Partial Occupancy permit indicates compliance with the Ontario Building Code. Occupancy permits are issued if mandatory inspections have been conducted and any identified violations of the building code have been addressed.

Reporting:

Prepare and submit regular updates to the Municipal Property Assessment Corporation (MPAC), Statistics Canada and Canada Mortgage and Housing Corporation (CMHC) on building local activity.

Building Inspections:

Building Inspectors review projects during key stages of construction to ensure compliance with approved plans and the Ontario Building Code. Mandatory inspections are identified on Building Permits. It is the property owner's responsibility to request inspections and have the work subject to inspection visible. Service levels for Building Inspections are specified in the Ontario Building Code. Inspectors require a minimum of 48 hours' notice to schedule an inspection.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve	\$54,411					
Federal Government Funding	\$2					
Miscellaneous Revenue	\$79,196	\$2,500	\$12,000		\$12,000	\$12,000
User Charges	\$251,018	\$259,677	\$262,902		\$272,850	\$295,303
Total Revenue	\$384,627	\$262,177	\$274,902	1.	\$284,850	\$307,303
Expense						
Appropriations to Reserve		\$45,000	\$345,792		\$351,807	\$347,943
Operating Expense	\$1,169,499	\$1,025,363	\$1,067,873		\$1,058,979	\$1,114,766
Salaries Expense	\$2,702,618	\$3,045,835	\$3,233,788		\$3,261,468	\$3,286,587
Transfer to Capital	\$21,658					\$95,000
Uncategorized Expenses	\$16,325					
Total Expense	\$3,910,100	\$4,116,198	\$4,647,453	2.	\$4,672,254	\$4,844,296
Net Total	(\$3,525,473)	(\$3,854,021)	(\$4,372,551)		(\$4,387,403)	(\$4,536,993)

Full-Time Equivalent Positions	31.32	32.75	32.75	32.75	32.75
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* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

Increase in revenue as a result of new Station #2 Lease Agreement	12,000
Increase in forecasted sales volume of Animal Services Licenses and Fees & Provincial Offences Fees (no increase to fees)	3,255
Miscellaneous adjustments	(2,530)
	12,725

2. Expenses

Increase Appropriations to Reserve -1% dedicated tax increase to the Vehicle and Equipment Replacement Reserve	\$300,792
Increase to Salary and Benefits due to regular salary steps, pension and other general increases. FTE restatement for Pay Per Call Firefighters - previously a lump sum dollar amount which did not reflect an FTE.	187,953
Decrease in Principal and Interest due to Aerial Fire Truck debt maturing	(57,648)
Increase in Contracted Services:	
Emergence Plan RFP	75,000
MNRF Agreement-Northern 911 Dispatch	31,600
Increase in Insurance	4,376
Increase in Utilities	7,500
Decrease in Materials and Supplies	(10,328)
Decrease in Training - completion of the Property Standards Certification	(3,000)
Miscellaneous adjustments	(4,990)
	531,255

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
By-Law/Building Inspections/Facilities/POA Emergency Measures	(\$584,566)	(\$739,582)	(\$886,677)	(\$892,337)	(\$893,387)
Fire	(\$47,582)	(\$21,889)	(\$97,284)	(\$22,952)	(\$23,654)
Police	(\$2,859,115)	(\$3,058,522)	(\$3,355,013)	(\$3,438,495)	(\$3,596,292)
	(\$34,210)	(\$34,028)	(\$33,578)	(\$33,620)	(\$23,661)
Net Total	(\$3,525,473)	(\$3,854,021)	(\$4,372,551)	(\$4,387,404)	(\$4,536,993)

TRANSPORTATION

Roads & Bridges - The Roads Department manages the operations and maintenance activities of (310kms) of two-lane roadways and [66.5kms] of sidewalks following the Provincial Minimum Maintenance Standards throughout all seasons alongside regulatory compliance and public concerns. The department issues and manages the contracts for hard surface treatment, dust suppression, supplementary snow removal and plowing, beaver dam removal and sidewalk repair. The department also manages inventory levels of granular materials, winter sand and salt, ground asphalt and concrete with the Engineering department. Emergency repairs and OPP support are provided on an as needed basis, as are repairs and maintenance related to all street lighting and traffic lights within City limits.

Street lighting - Repairs, maintenance and utility costs related to all street lighting and traffic lights within City limits.

Engineering - The Engineering Department provides City Administration with professional project and construction management services, on all major Municipal projects, including addressing public concerns in a timely manner. The department completes in-house engineering design of the major road, sewer and water and storm projects. The Contracts for asphalt and concrete grinding and roads crack sealing is also managed by this department.

Transit - The City funds both a conventional and accessible transit service. Both services are operated by outside parties through contract or a governing Board. The Handi-Transit Board has existed since the early 80's and provides the day-to-day coordination of services. The conventional transit services is contracted to a third party to provide the day to day operational services.

Parking - Operation of various City parking lots, including Parkade, Chipman Parking Lot, McLellan Parking Lot, Park Street Parking Lot and the Harbourfront Parking Lots.

Fleet - The Fleet Department manages the Municipality's fleet of vehicles, construction and maintenance tools and equipment, as well as Transit and Handi-Transit buses. This Department also manages the Municipality's Commercial Vehicle Operator's Registration (CVOR) Program.

SERVICE DESCRIPTIONS - ROADS

Roadside Brushing & Windstorm Clean Up:

On a yearly basis, vegetation, brush and trees encroaches into City Road allowances, creating a safety risk of reduced sightlines for vehicle and pedestrian traffic. The Roads Department cuts back, trims and removes brushing and trees along roads, at intersections and in dead ends to eliminate this hazard, re-establishing sightlines. Overgrowth on private property is the responsibility of the property owner. In the event of storms with severe winds, large volumes of wood debris can be created. The Roads Department will respond by bucking fallen trees and chipping debris. Storm cleanup of paved roadways is completed with the City's mechanical broom/vacuum sweeper. Each season, roadside brushing is completed along 20 - 30 kms of the City's roadways.

Line Painting:

Line Painting of the City's Roads, intersections, crosswalks, parking spaces and parking lots is completed annually. The City contracts out this service with pavement markings typically applied in early June. Work is prioritized on HWY 17 and intersections, followed by parking area markings.

Gravel Pit Operations:

The City owns 3 gravel pits, with 1 being active with remaining materials available. The Roads Department maintains the gravel pits and the material is used primarily for infill of sewer, water and storm repair excavations.

Dust Control:

Vehicle Traffic on the City's loose top gravel roads creates a significant amount of dust, primarily north of the Bypass. The Roads Department contracts a single application of calcium chloride dust suppressant for an average of 63km of roadway each season. The application is typically performed in June, providing a large reduction in the dust generated for the dry season. The city orders approximately 160,000 Liters of calcium chloride each year.

Paved Roads Maintenance and Repairs:

Over the winter season, the City's roads accumulate sand that is spread as part of Winter snow control measures. The Roads department begins street sweeping as early as weather conditions permit in the Spring. Special attention is given to the downtown core with complete street and sidewalk washing and sweeping.

In addition to pothole repairs, paved roads also require patching due to larger repairs or underground utility maintenance and repairs. Patches smaller than 4m x 4m and shoulder repairs can be completed in-house with the Asphalt Recycler and Hot Box, but larger patches are contracted out to a paving provider.

Bridge Washing:

The City has 18 bridges (excluding 3 walkover bridges) that require annual washing as part of their regular maintenance. Over the winter season sand and road grit makes its way into the bridge joints. This material can cause the joints to seize, leading to accelerated failure of bridge components.

The Roads department washes out the joints to maintain joint movement and prolong the lifespan of the City's bridges.

Surface Treated Roads:

The Roads Department maintains 58km of Hard Surface Treated Roads. The application of hard surfacing is a contracted service. Each season, the Roads Department patrols the hard surface treated roads identifying areas requiring patching and repair. Over time, clay and larger boulders can break through the road surface. The removal of these items is completed by the Roads Department prior to the contractor being brought in. Roads that have broken down due to age are re-surfaced with a single or double application based on the severity.

Sign Maintenance and Delineators:

The City self performs maintenance and repairs to signage annually. Signs are hit by traffic, vandalized, stolen and can lose their reflectivity as they age. Each season the City completes repair or replacement of over 150 signs.

The City completes maintenance and repairs to roadside guardrails and delineators as they age or are damaged from traffic accidents.

Pothole Repair & Patching:

Prior to 2023, the City completed pothole repairs for about 6 months of the year, depending on weather conditions.

In 2023, the City took delivery of an Asphalt Recycler and Hot Box, which allows for potholes to be repaired year round. The City's roads patroller completes regular inspection of road surfaces, noting the location of potholes and deficiencies forming. Further, the City has a dedicated phone line for potholes reporting by residents and the public.

The new Asphalt Recycler and Hot Box allow the city to complete repairs that are more resilient and last longer than the previous cold-patch methods. The City recycles asphalt from its annual paving projects for re-use as pothole filling material.

Locates:

The Roads Department completes residential and commercial locating of underground utilities (storm sewers, culverts) in conjunction with the Sewer and Water Department and Ontario One-Call on an as-requested basis.

Sidewalk Inspection and Repair Program:

The Roads department maintains 66km of sidewalks of varying widths. Spring sweeping of sidewalks is completed alongside street sweeping. Again, special attention is paid to the downtown core with complete sidewalk washing and sweeping with spot washing of sidewalks being completed through the summer season.

Sidewalks tend to heave or shift over the Winter. The Engineering department completes an annual inspection of sidewalks, noting trip hazards and contracts out a sidewalk grinding package.

The Roads department completes sidewalk reconstruction in areas where underground utility work has taken place or more severe damage has occurred.

Gravel Road Rehabilitation:

The Roads Department maintains 116km of loose top gravel roads that degrade over time due to reductions in available drainage paths for water. As vegetation grows, the shape and edges of ditches become altered. Vehicle traffic slowly pushes gravel to the road edge, creating a flatter surface. These changes increase the amount of water held on the road surface, progressing deterioration.

The Roads department aims to complete re-grading and edge-mulching of loose top gravel roads on a bi-weekly basis to reshape the road crown and keep material from building up roadside. Ditching, culvert cleanout and replacement are completed alongside roadways on an approximate 5-year cycle. Over time, granular material that has migrated into ditches is no longer able to be re-spread on the road surface. Partial reconstruction of the road is then required. On average the city lays 5000 tons of new gravel materials on roads requiring rebuilding.

Parking Lots:

City owned parking lots are maintained by the Roads Department with sweeping of sand taking place in the Spring and snow removal taking place in the Winter. Lot signage is also repaired as it becomes damaged or goes missing.

Storm Drains:

The Roads department performs maintenance and repairs on the City's stormwater catch basins, piping and culverts. The department completes regular flushing and cleanout of catch basins and piping that is known to repeatedly collect material over the Winter and Summer seasons.

With data from the Engineering Department's CCTV inspections, the Roads department works to replace storm piping that is beginning to fail. Reports of failures and flooding are dealt with as they arise.

Streetlights and Traffic Signals:

The Roads Department promptly responds to reports of streetlight and traffic signal outages or damage. This includes swift actions such as evaluation, restoration, or replacement when required. Managing vegetation involves clearing around the mast's base and removing plant growth obstructing the light's trajectory.

The Department works with Engineering to ensure a consistent enhancement and renewal of its street lighting and traffic signal system via capital initiatives. Assessment factors are comprised of infrastructure age, traffic flow, illumination range, and public safety.

Winter Control and Operations:

The Roads Department's Winter Control Operations consist of sanding, snow plowing and removal, and sidewalk sanding and plowing. The Roads Department initiates snow plowing operations when snow has begun accumulating to levels of 5cm on City Roadways. Priority of road clearing is given based on the class of roadway. HWY 17, arterial roads, the City bus routes and school zones are cleared first and then operations are expanded to lower class roads. Plowing is followed up with sanding to help with vehicle tire traction. There are several roads within the City that require sanding ahead of plowing to enable the plow trucks to get traction for snow clearing. Sanding is supplemented with straight salt application when conditions are especially slippery.

Depending on the severity, sidewalk plowing and sanding may not start until street plowing is nearing completion.

Snow removal from the downtown core is completed with dedicated nightshift. Vehicle and pedestrian traffic and congestion prevents clearing during the day. During periods of less precipitation, the Roads Department completes snow removal from areas where it has been stockpiled throughout the city. The Roads Department also completes clearing of City parking lots, with snow being stockpiled and removed as time allows.

Each season, the City contracts out supplemental snow clearing and removal services as well as heavy equipment and truck rentals for use on an as needed basis.

Roadway Entrance and Encroachment Permits:

Property Owners apply to the Roads Department for Entrance Permits when they would like to connect their property to the City's roads with a new or modified driveway. Various businesses, utilities and property owners also apply for encroachment permits when they have a need to place items or structures on city property. The Roads Department reviews these applications and for approval as the requests are made.

SERVICE DESCRIPTIONS - ENGINEERING

Engineering Support:

The Engineering Department's functions consist of managing the technical aspects of the municipality's infrastructure and services. Engineering Support's key elements include the provision of engineering planning, project design review, cost estimation, construction contract administration and management, infrastructure condition assessments, quality control and assurance, records management, environmental review and applications, development application reviews and implementing municipal services and bylaws relating to infrastructure, operations, and maintenance. The Engineering Department provides support to multiple departments and their capital project initiatives including specifications review and development, tendering, contracts review, project management and design.

Capital Assessment, Prioritization and Planning:

The Engineering Department assumes responsibility for evaluating, prioritizing, and orchestrating capital projects associated with the City's roadways, bridges, sidewalks, street lighting, traffic signals, wastewater collection, water distribution, and stormwater collection systems. This evaluation process involves the utilization of historical data as well as consistent assessments of the City's infrastructure, all aimed at determining the allocation of capital funds. The prioritization mechanism involves gauging the risk profile of the City's infrastructure. Ultimately, these assessments culminate in the formulation of comprehensive 10-year capital plans.

Project and Construction Management:

The Engineering Department provides the project and construction management of the City's major projects. These projects primarily consist of the Arterial, Municipal and Laneway Paving Projects and Water and Wastewater Piping Replacement Projects. Engineering oversees a multitude of contracts, varying in size and complexity on an annual basis. Both consultant and construction contracts fall under the department's purview. The department guides the projects delivery while ensuring the parameters established by the City, including scope, budget, schedule, and specifications are adhered to.

Design Services:

As part of capital project delivery, the Engineering Department conducts in-house design services. This includes providing design solutions for the majority of capital projects undertaken within the City. The Engineering Department provides an array of associated services such topographical surveying, formulation of design briefs, securing regulatory or environmental clearances, and the development of detailed design drawings and specifications.

Municipal Corridor and Utility Management:

The Engineering Department review and endorses the planning, evaluation, and endorsement of all hydroelectric, natural gas, communication, and pipeline infrastructure. The department evaluates forthcoming City and Utility infrastructure development plans, verifying the availability of corridor space while safeguarding the City's vested interests.

Bridges:

The Engineering Department is responsible for the assessment, prioritization, planning, design, and project management for capital projects related to the City's 21 bridges. The bi-annual bridge inspection is also completed within the engineering department.

GIS Technology:

The Engineering Department manages and maintains the City's overall GIS systems and services. The GIS technician processes mapping requests that are received from internal and external customers, provides training, guides, and tutorials for use by staff and the public, conducts data research and data collection, maintains geospatial datasets based on organizational needs, creates, and maintains metadata and reviews and interprets drawings for digitization.

Storm Water Collection Program:

The Engineering Department plans, designs and manages the City's storm water system rehabilitation program. This is an annual capital construction project with work is prioritized based on system condition, risk and capacity.

SERVICE DESCRIPTIONS - FLEET

Vehicles and Equipment:

- City's Fleet of Equipment Consists of a total of 142 pieces of small and large vehicles and equipment, supplemented by 129 smaller support pieces:
- Fire - 12 Units (Apparatus/Boats/ATV's/Trailers)
- Light Fleet – 59 Units (Cars, SUVs, Pickup Trucks and Vans)
- Heavy/ Equipment- 71 Units (Construction Equipment, Boats, Transit Buses, Snowplows, implements and Attachments, Scissor Lifts, Vacuum Trucks etc.)
- Small Engine – 129 Units (Chain Saws, Weed Trimmers, Generators, Snow Blowers, etc.)

Equipment & Vehicle Repair Service:

The Fleet Department follows the Code of Practice for Vehicle Inspection Program Facilities. The City's facility is operated in accordance with the Traffic Safety Act and its regulations. Statutory Planning Annual and semi-annual inspections are done in accordance with Provincial Regulations. Scheduled Preventative Maintenance is completed following the equipment manufacturer's recommendations. Unscheduled Repairs are performed in a timely matter including in-field when required. The City leverages the equipment warranties where possible, ensuring that warranty repairs are done at servicing locations or that parts are supplied for such repairs.

Commercial Vehicles Operators Registration (CVOR) Compliance:

The Fleet Department is responsible for CVOR compliance. The department sets policy to ensure City Staff are in compliance with Ontario and Manitoba CVOR regulations, including developing and tracking daily logbooks, completing required routine inspections and subsequent reporting and audit requirements to the Provincial Agencies.

Taxi Meter Certification:

The Fleet Department is responsible for the testing and certification of all City of Kenora taxi meters on an annual basis.

Procurement & Disposition of Equipment & Vehicles:

The Fleet Department is responsible for the planning, purchasing and replacement of all of the City's equipment. The Department disposes of used equipment via auction or trade-in to reduce acquisition costs of new equipment. The department assists and supports other City departments (Roads, Underground Services, etc. with planning of future equipment requirements. insurance & registration. cataloguing equipment Inventory and growth monitoring and reporting.

Equipment & Vehicle Allocation:

The Fleet Department coordinates departmental demands for vehicles and equipment, allocating equipment strategically in response to identified departmental priorities. The department manages vehicles designated for use by summer and seasonal staff and organizes vehicle requests submitted across the organization for day-to-day operations.

The Fleet department is continuously monitoring equipment utilization, enabling the Municipality to maximize the lifecycle of its assets by aligning vehicle allocations to staff complements.

Procurement of Parts & Inventory and Consumables:

The Fleet Department manages the parts and consumables inventory required for fleet maintenance. Parts requisitions from technicians are handled swiftly, achieving same-day or next-day fulfillment. The department completes physical counts of inventory to align with calculated inventory stock, managing inventories of fuel, lubricants, parts, blades, and bulk supplies. The Fleet department also supports other departments by sourcing parts as needed through procurement partnership programs.

Department Support Services:

The Fleet Department performs routine maintenance on numerous backup generators servicing critical City infrastructure within the Wastewater Treatment Plant and pumping stations, Water Treatment Plant and booster stations, the Fire Hall, the Operations Centre and many more. The Fleet Department fabricates custom tools, mounts, and completes repairs as necessary with the department's welding and fabricating capabilities.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve	\$238,380	\$306,666	\$120,000		\$70,000	\$20,000
User Charges	\$822,629	\$919,300	\$939,050		\$947,391	\$949,305
Total Revenue	\$1,061,008	\$1,225,966	\$1,059,050	1.	\$1,017,391	\$969,305
Expense						
Appropriations to Reserve	\$78,116	\$850,779	\$788,000		\$1,007,639	\$1,020,785
Operating Expense	\$5,434,828	\$4,074,071	\$3,763,811		\$3,815,997	\$4,096,376
Salaries Expense	\$3,165,497	\$4,326,709	\$4,443,108		\$4,477,338	\$4,540,249
Transfer to Capital	\$198,294	\$1,079,443	\$1,609,975		\$3,094,642	\$4,045,780
Total Expense	\$8,876,734	\$10,331,002	\$10,604,893	2.	\$12,395,616	\$13,703,190
Net Total	(\$7,815,726)	(\$9,105,036)	(\$9,545,843)		(\$11,378,225)	(\$12,733,885)
Full-Time Equivalent Positions		41.8	43.05		43.05	43.05

* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

Decrease in Transfer from Reserves for the following one time projects:

Infrastructure Master Plan	(176,666)
Storm Sewer Financing Study	(45,000)
Road Salt Study	(40,000)
Fuel Station Software Upgrade	(25,000)
Bridge Study/Audit	100,000
Increase in Transit Fare revenues	10,000
Increase in Metered Parking Fines/Fees (no fee increase)	9,020
Miscellaneous adjustments	730
	(166,916)

2. Expenses

Increase in Transfer to Capital (capital projects funded through Net Tax Levy) - Rural Roads Capital Upgrades	540,500
Increase in Salary and Benefits including 0.25 FTE for Public Works General Manager (full year budget), alignment of positions with Water and Sewer Utility (0.5 FTE Tuck Driver and 0.5 FTE Heavy Equipment Operator).	116,399
Increase in Vehicle and Equipment (including Fuel, Parts and Materials):	
Garage and Shop	118,093
Winter Control	17,085
Roads	(26,423)
Increase in Insurance	22,667
Increase in Sand and Salt costs	4,375
Decrease in Contracted Services:	
Infrastructure Master Plan - one time 2023 project	(176,666)
Storm Sewer Financing Study - one time 2023 project	(45,000)
Road Salt Study - one time 2023 project	(40,000)
Warehouse Operations Centre Fuel Station - one time 2023 project	(25,000)
Contracted Grader Support	(18,750)
Roads Contracts	(15,135)
Bridge Study/Audit	100,000
Docks and Wharfs contracted repairs	47,000
Crossing Guard Contract	13,200
Increase in Garage and Warehouse Operations Centre Recovery from Utilities	(118,138)
Decrease in Principal and Interest due to Streetlighting debt maturing	(96,511)
Decrease in Transfer to Reserves for Docks and Wharfs (Reserve balance combined with recent works supports a pause)	(62,779)
Decrease in Computer Replacement as per the schedule	(42,680)
Decrease in Repairs and Maintenance	(12,620)
Decrease in Materials and Supplies:	
Roads	(6,310)
Conventional Transit and Parking	(5,650)
Miscellaneous adjustments	(13,766)
	<u>273,891</u>

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Docks & Wharfs	\$22,935	\$0	\$34,371	\$16,834	\$15,479
Engineering & Administration	(\$552,072)	(\$1,210,971)	(\$1,032,781)	(\$1,055,128)	(\$1,086,284)
Garage & Warehouse	(\$1,385,742)	(\$1,268,980)	(\$1,486,526)	(\$1,439,672)	(\$1,575,171)
Parking	\$354,991	\$299,355	\$407,471	\$221,637	\$220,602
Roads & Bridges	(\$3,956,476)	(\$5,514,447)	(\$6,169,353)	(\$7,793,969)	(\$8,951,272)
Streetlighting	(\$263,406)	(\$283,586)	(\$153,306)	(\$157,488)	(\$161,759)
Transit	(\$323,436)	(\$392,408)	(\$390,260)	(\$396,721)	(\$403,029)
Winter Control	(\$1,712,520)	(\$734,000)	(\$755,460)	(\$773,718)	(\$792,451)
Net Total	(\$7,815,727)	(\$9,105,036)	(\$9,545,843)	(\$11,378,225)	(\$12,733,885)

RECYCLING

Recycling – as part of the Solid Waste Department, recycling services are offered through curbside collection or by drop off at the Transfer Station and Rural collection depots. The recycling program is an effective tool to divert materials from the landfill, both supporting the recycling and reuse of the materials and extending the life of the Landfill. The province’s aim is to make recycling 100% funded by the Producers of the waste and the City adheres to the governing regulations to receive the program funding.

SERVICE DESCRIPTIONS – RECYCLING

Transfer Station and Depot Sites:

The Solid Waste Department operates residential recycling collection at the Transfer Station on Mellick Ave. The transfer station is open 7 days per week but closed on statutory holidays to anyone in Kenora and also the surrounding areas outside of the City boundaries.

Three rural are depots are located at Peterson Road, Austin Lake and Ritchie Road

In 2022, 405 tonnes of recyclable materials were collected at the Transfer Station and 11.5 tonnes were collected at the rural depots. The Transfer Station also collects recyclables from commercial businesses to aid in further diversion from the landfill. In 2022, approximately 395 tonnes were collected.

Curbside Collection

The Solid Waste Department collects garbage and recyclable materials with a fleet of 4 collection vehicles that complete the City’s routes on a weekly rotation. In 2022, a total of 480 tonnes of garbage was collected from residences and the depots.

Receiving Facility

The Solid Waste Department operated a Recyclable Material Receiving Facility at the Transfer Station for both the City of Kenora and the Township of Sioux Narrows-Nestor Falls. All materials received are consolidated and transported by City Staff to a pre-conditioning facility in Winnipeg for processing.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Miscellaneous Revenue	\$394,813	\$218,528	\$865,226		\$506,151	\$39,051
User Charges	\$49,648	\$56,000	\$51,750		\$53,920	\$56,100
Total Revenue	\$444,461	\$274,528	\$916,976	1.	\$560,071	\$95,151
Expense						
Operating Expense	\$247,038	\$347,250	\$229,251		\$212,051	\$218,051
Salaries Expense	\$182,734	\$200,559	\$81,227		\$81,227	\$81,227
Total Expense	\$429,771	\$547,809	\$310,478	2.	\$293,278	\$299,278
Net Total	\$14,689	(\$273,281)	\$606,498		\$266,793	(\$204,127)
Full-Time Equivalent Positions		2.5	1.5		1.5	1.5

* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

Blue Box Regulation Revenue	647,448
Decrease in blue box sales	(5,000)
Miscellaneous adjustments	4,250
	646,698

2. Expenses

Reallocation of 1.0 FTE from Recycling to the Solid Waste Utility to support transfer facility operations	(117,999)
Decrease in transport cost of recycling to Winnipeg	(61,249)
Decrease in Facility Equipment usage	(56,750)
Miscellaneous adjustments	(1,333)
	(237,331)

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Environment/Recycling	\$14,689	(\$273,281)	\$606,498	\$266,793	(\$204,127)
Net Total	\$14,689	(\$273,281)	\$606,498	\$266,793	(\$204,127)

CEMETERY

Cemeteries - The operation of the Lake of the Woods Cemetery, which is owned and operated by the City of Kenora, includes burial and columbarium interments, headstone installation & maintenance, public registry, customer service, genealogy tracing, the ice candle campaign, and turf and grounds maintenance, The Lake of the Woods Cemetery makes an annual grant to the St. Nicholas Ukrainian Cemetery.

SERVICE DESCRIPTIONS - CEMETERY

Interments

The LOTW Cemetery offers a variety of interment options including full casket burials, cremated remains burials and columbarium placement. Cemetery staff coordinate plot sales both as needed or in advance. Staff prepare the area for both the Service and burial or placement and complete post service fill and sod replacement. For burials, City staff coordinate with the headstone provider and prepare the foundation and the installation of the stone. Fallen and leaning stones are replaced and straightened. Inscriptions in columbaria are coordinated with the inscription contractor.

Customer Service

The Cemeterian provides burial site lookups and information requested. Service requests for headstone and grounds maintenance are logged and forwarded to staff. A log of historical information is used to perform genealogy tracing of relatives through Kenora's history of interments and obituaries. Provides arrangement of opening and closing services, sales of interment sites, arrange for transfer of rights privately or back to the cemetery.

Ice candle Campaign ("Festival of Lights")

The LOTW Cemetery runs the annual Festival of Lights. Community members can purchase an ice lantern with wax candle for placement at the cemetery or to take with them. Candles can also be purchased in the memory of someone who passed away outside of Kenora for placement at the Memory Board. Staff offer the option of placement within the Cemetery if requested. Cleanup in the Spring closes out the campaign.

Cemetery Grounds Maintenance

City staff perform 4 season maintenance of the cemetery grounds including mowing, garbage pickup, tree and shrub maintenance and winter snow removal. Staff also coordinate with the Roads department for repairs to the driving paths and arrange for contractors to complete tree removal, ditching and other larger scopes

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve	\$19,840					
Total Revenue	\$19,840					
Expense						
Operating Expense	\$140,293	\$195,220	\$115,772		\$113,898	\$89,412
Total Expense	\$140,293	\$195,220	\$115,772	1.	\$113,898	\$89,412
Net Total	(\$120,453)	(\$195,220)	(\$115,772)		(\$113,898)	(\$89,412)

Full-Time Equivalent Positions

* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Expense

Decrease in City Contribution to the Cemetery, offset by the increasing trend in revenue volume/sale. (fees increased in 2022, Bylaw 35-2022)

79,448

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Health/Cemetery	(\$120,453)	(\$195,220)	(\$115,772)	(\$113,898)	(\$89,412)
Net Total	(\$120,453)	(\$195,220)	(\$115,772)	(\$113,898)	(\$89,412)

Cemetery

RECREATION AND CULTURE

Parks - The Parks Department provides well-maintained, safe outdoor spaces for everyone to enjoy. The Parks Department is responsible for the maintenance of the City's green spaces, recreational areas and City Facility grounds. The department's scope of work changes drastically throughout the year as the Summer seasonal revitalization shifts annually to Winter maintenance and preparation.

Recreation & Culture - The Recreation and Culture Department is responsible for the development, facilitation, efficient administration and financial management of all recreation, culture, fitness and aquatics programs, services, and community events. The Department works collaboratively with other municipal departments, community groups and non-profit associations to provide programming, events, and initiatives.

SERVICE DESCRIPTIONS - PARKS

Summer Operations

During the Summer the Parks Department completes the daily, weekly, and monthly maintenance of the City's 21 parks and green spaces, 7 baseball fields, 5 beaches, 8 play structures, over 130 tree wells and shrubbery beds, 4 trail systems, the grounds at 11 city facilities, many kilometers of roadside turf, and two outdoor tennis and pickleball courts. Daily and weekly requirements include garbage collection at each park site, turf maintenance, infield grooming, visual inspections of playgrounds and parks grounds and docks, dog waste receptacle emptying and refilling, bus shelter cleaning, ground garbage and encampment clean-up, shrub and tree-well weeding, graffiti removal, painting, and refurbishment of park amenities, brushing of overgrown areas, tree maintenance, spot washing and addressing service requests. Detailed inspections of playgrounds, parks and trails are completed monthly. The department dedicates several City staff to the downtown core for general clean-up, curb washing, grounds maintenance and cleaning of the Thistle Pavilion Washrooms.

Spring and Fall Season Operations

For the Parks Department, with grounds maintenance, cleaning and maintenance ongoing, Spring is a set-up and installation season, and Fall is for takedown and dismantling of picnic tables, garbage receptacles, Mobimats, swim ropes, pickle ball and tennis nets and wind screens, and the coordination of the turn on and turn off of the City's Splash Park, irrigation lines and washroom facilities. In the Spring, pre-season startup also includes detailed parks inspections for deficiencies throughout the City's Parks and recreation areas on the grounds, among amenities, in the fencing, playgrounds, trees or parking lots, on or missing signage, and the washroom facilities.

Winter Operations

The Parks Department's primary focus in winter is snow clearing. The department sets three priorities:

1. City facilities such as City Hall, the Kenora Library, the Discovery Centre, and the Muse. the Lake of the Woods Plaza, Thistle Pavilion, Coney Island foot bridge, and the overhead walking bridge.
2. Bus shelters, crossing guard locations and City owned pedestrian stairwells.
3. Clearing around 750 fire hydrants.

Staff also complete Spring-prep work including the refurbishment of parks picnic tables and benches and provide support of Cemetery operations, continue to refill and emptying of dog waste receptacles, and ongoing garbage collection.

SERVICE DESCRIPTIONS – RECREATION AND CULTURE

Moncrief Construction Sports Centre Administration & Customer Service:

Operates 362 days a year (closed on Christmas, Boxing Day, and New Years Day).

Accept program registrations, memberships, payments, and general inquiries.

staff monitor weight/cardio and track areas for safety, risk management, repair and maintain equipment, provide assistance to clients/members, provide customer service, etc.

Facility monitoring for drop in recreation opportunities approximately 126 hours per week (Sept-Jun), as needed over summer and statutory holidays.

Administer fitness programs.

Lifeguarding for lane and public swims, plus rentals (user groups, schools, etc.) offerings. Swim lesson instruction 5 days per week (approximately 295 lessons per year); pool is closed 3 weeks in August for maintenance and cleaning.

Bowman Electric Memorial Arena:

Houses ice usage from Mid July to March.

Houses dry pad rentals pad rentals from March to July. Sports such as ball hockey, pickleball and intramurals are hosted here.

Houses the Community Hall. Programs and private bookings are held here for birthdays.

Assists with running the Keewatin Curling club by supplying refrigeration to the facility, as well as a partnership with the usage of the community hall.

General Administration:

Leads and manages Recreation & Culture department and community support to ensure a coordinated approach to program / service delivery (community development, advocacy, engagement related to initiatives).

Provides strategic leadership, coaching, consultation, and supervision directly and indirectly to all staff engaged in recreation and culture operations, establishing clear direction of responsibilities while balancing municipal accountability and customer service.

Provides administrative coordination and liaison support to the Recreation & Culture Department to assist in achieving organization vision, goals, and strategies.

Oversees and administers safety initiatives and risk management measures for Department based on Municipal standards, provincial and federal legislation.

Oversees financial administration and file management for recreation facilities and customer services.

Administers and updates online and digital/social media platforms and publications to effectively market Recreation and Community Services.

Provides support for emergency management and emergency social services as needed.

The Muse:

The Muse: Lake of the Woods Museum and Douglas Family Art Centre exhibits and maintains over 100,000 artifacts, fine art pieces, and photographs. The Museum's collection features historical, photographic, and archival material that illustrates local and regional history. The Museum maintains a temporary exhibit area and a permanent exhibit area. Permanent exhibits are cycled on a five year basis. The temporary exhibit area is changed five to seven times a year and features travelling, in-house designed, and community exhibits. The Art Centre changes exhibitions on a quarterly basis, and feature art and artists that are significant locally, provincially, and nationally. Provides multi-cultural programming to seniors, children, and the general public; hosts and partners events; acts as an Indigenous liaison; acts as an art and cultural hub; provides support for City departments on heritage and fine art related matters; and maintains provincially mandated standards service and environmental standards

Recreation & Culture Programming:

Recreation and Culture Programs (child/adult/family). Typically offer between 30 and 35 of programs per year

Special Events (Spooktacular, Movies in the Park, Bold Free Day, Family Day, Culture Days etc.) & support to other departments and partners for programs/services

Birthday Parties & Park and Play Fun Van (provides free programming/activities to support approx. 12 bookings for events.

City of Kenora and Keewatin Libraries:

Manages collections, consisting of more than 67,000 books, large print books, magazines, jigsaw puzzles, audiobooks, and DVD's, can be viewed online or at the libraries. Offers bird watching kits, e-readers, tablets, fishing rods and tackle, as well as LED projector and screen rentals. Other services include interlibrary loan (ILLO) of materials from other libraries across Ontario, home delivery to homebound patrons in our community, access to a fax machine, printer, scanner, photocopier, laminator, word processing software, and microfilm, along with a variety of special programs for children and adults. Electronic resources, such as e-books, e-audiobooks, journals, periodicals, and more are available 24/7

Both branches also provide internet access to patrons at no cost with access provided by the City of Kenora. The internet can be accessed on our public computers, or by logging into our free wi-fi.

Acts as a literary liaison to the community. Provides youth, adult and senior programming.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve	\$56,262	\$67,000	\$10,000			
Miscellaneous Revenue	\$255,465	\$18,077	\$20,400		\$20,900	\$21,350
User Charges	\$1,170,758	\$1,410,221	\$1,481,710		\$1,585,240	\$1,603,258
Total Revenue	\$1,482,485	\$1,495,298	\$1,512,110	1.	\$1,606,140	\$1,624,608
Expense						
Appropriations to Reserve	\$222,901	\$403,500	\$289,500		\$413,500	\$413,500
Operating Expense	\$3,251,107	\$3,402,795	\$3,653,262		\$3,836,742	\$3,802,437
Salaries Expense	\$2,763,090	\$3,311,423	\$3,315,671		\$3,324,783	\$3,274,203
Transfer to Capital	\$4,323					
Total Expense	\$6,241,421	\$7,117,718	\$7,258,432	2.	\$7,575,025	\$7,490,140
Net Total	(\$4,758,935)	(\$5,622,420)	(\$5,746,322)		(\$5,968,885)	(\$5,865,532)

* 2022 Actuals are Unaudited

	58.98	58.98	58.98	58.98	58.98
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Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

Increased revenue from added Pool Programing	66,142
Increased revenue from added Instructional Courses offerings	35,000
Increased revenue from added Recreational Programming	23,000
Increased Ice Rental Usage/Volume	16,610
Decrease in Transfer from Reserve:	
Museum HVAC systems	(42,000)
Library Boil Life Cycle Study and Mechanical Upgrades	(25,000)
Decrease in Rental revenue including Ballfield, Pool, and Parks to reflect trends	(38,288)
Decrease in Ice Pad rental for the period of replacement	(7,000)
Miscellaneous adjustments	(11,652)
	16,812

2. Expenses

Decrease Transfer to Reserves, current balance and recent work supports one year pause:

Recreation Equipment	(39,000)
Arts Centre Building	(37,500)
Museum Building	(37,500)
Increase City Contribution to the Museum	82,665
Increase in Utilities:	
Moncrief Construction Sports Centre	32,800
Bowman electric Memorial Arena	8,800
Parks	5,755
Increase City Contribution to the Library	47,128
Increase in Principle and Interest for the Boat Launch and Parking Lot Expansion funded through Northern Ontario Heritage Fund Corporation and City portion of Debt.	44,938
Increase in Insurance	24,454
Parks and Recreation Vehicle expense, including Fuel, Parts and Maintenance	4,708
Increase in Computer Replacement as per the schedule	4,300
Increase to salary and benefits due to regular salary steps, pension and other general increases.	4,247
Miscellaneous adjustments	(5,082)
	140,713

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Community & Special Events	(\$249,269)	(\$53,865)	(\$57,015)	(\$60,170)	(\$60,275)
LOTW Museum & Library	(\$1,181,800)	(\$1,382,463)	(\$1,494,256)	(\$1,594,566)	(\$1,610,268)
Parks	(\$843,816)	(\$1,519,511)	(\$1,624,660)	(\$1,651,871)	(\$1,549,414)
Recreation Centres & Programs	(\$2,484,050)	(\$2,666,580)	(\$2,570,391)	(\$2,662,278)	(\$2,645,575)
Net Total	(\$4,758,935)	(\$5,622,420)	(\$5,746,322)	(\$5,968,885)	(\$5,865,532)

ECNOMIC DEVELOPMENT, TOURISM, AND PLANNING & BUILDING

Economic Development and Tourism - Economic development encourages business retention and growth including new investment attraction, within the Municipality and region. The Department does this through direct contact with local businesses and prospective developers through information sharing, relationship building, market analysis, business support initiatives, marketing, and outreach, with the goal of sustained and improved economic conditions.

Northwest Business Center - Provides advisory services and support to encourage and improve small business opportunities at various stages in the business' evolution from start-up to mature companies. This includes job creation / retention and enhancing long-term economic development in the Kenora & Rainy River Districts.

Tourism - The Tourism Department works to attract tourists to Kenora and the surrounding area, which in turn helps to contribute to an active and vibrant community while supporting local business. This includes events and programming throughout the year to reinforce the attractions, and activities that visitors of all ages want to take part in.

Planning and Building - The Planning and Building Department regulates the built and natural environment by creating and referring documents like the Official Plan, Zoning By-law, and Municipal Policies. Provincial and federal legislation such as the Planning Act, the Provincial Policy Statements and Municipal Act guide the department's decisions.

SERVICE DESCRIPTIONS – ECONOMIC DEVELOPMENT

Marketing:

To develop comprehensive market information to help support the evaluation of the City of Kenora as a location to locate their business.

Business Attraction:

Work with individual businesses seeking to expand their operation into new markets which includes attending various tradeshow and developer forums.

Business Retention:

To understand local market conditions and develop strategies and campaigns to support business retention and growth in the municipality.

Actively participate in business networks within the community and region. To work with entrepreneurs to understand their challenges and opportunities and provide sound and timely information to support their decision making.

SERVICE DESCRIPTIONS – TOURISM

Special Events:

Reoccurring and new special events help to sustain and drive growth in tourism. It is essential to develop and host activities that appeal to all demographics and make people and groups aware of the many activities to take part in, in both Kenora and the surrounding area. Marketing and visitor outreach are key elements in building larger, attractive and successful attractions. There is a spillover economic benefit for local business when the tourism sector is vibrant and active.

Discovery Centre:

The Discover Centre is the City of Kenora's tourism centre. It is situated on beautiful Lake of the Woods. Tourism staff are situated at this Centre and tourists are able to come and get informational material to help improve their stays and direct them to the many activities to take part in while in Kenora and the surrounding area. In addition, the Centre has a number of local and traveling exhibits that a geared toward education and information for all ages.

SERVICE DESCRIPTIONS – PLANNING & BUILDING

Statutory Planning:

Create and maintain the City of Kenora Official Plan and Zoning By-law. Process applications to amend the existing plans and create new planning documents. Review and process rezoning applications. Complete necessary referrals and provide guidance and support in the bylaw approval process. Provide recommendations to Council and complete all requirements under the Municipal Act.

Planning Studies and Reports

Create and maintain planning studies and reports related to planning policy on matters ranging from land use planning, sustainability, and downtown revitalization.

Planning:

The Planning Department is responsible for all matters related to planning, land use and future development.

Land Division:

Process applications for land division including consent, subdivision, and condominium development. Assist property owners with their applications. Support the Planning Advisory Committee.

Support for Affordable Housing:

The City of Kenora Official Plan identifies affordable housing as a key priority. The Planning Department administers the Municipal Capital Facilities By-law, the Multi-residential Tax Rate and Community Improvement Plans to provide incentives for the development of affordable housing.

Development

Work closely with other municipal departments to inform, manage and control development projects that affect the day-to-day activities of Municipal residents and visitors. Process applications for Site Plan Control and Minor Variances.

Land Management:

Maintain and inventory of Municipal owned property. Facilitate the acquisition, sales, and lease of municipal property. Prepare Encroachment Agreements, Easement Agreements and Letters of Comfort. Process applications in accordance with License of Occupation Policy.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve	\$186,416	\$205,101	\$928			
Federal Government Funding	\$230,331	\$270,000				
Miscellaneous Revenue	\$270,311	\$75,540	\$98,267		\$96,346	\$99,031
Provincial Government Funding	\$228,734	\$146,500	\$153,000		\$153,000	\$153,000
User Charges	\$71,906	\$86,455	\$87,770		\$89,165	\$93,830
Total Revenue	\$987,698	\$783,596	\$339,965	1.	\$338,511	\$345,861
Expense						
Operating Expense	\$936,658	\$1,217,911	\$694,079		\$701,337	\$849,395
Salaries Expense	\$954,667	\$1,472,295	\$1,547,526		\$1,582,929	\$1,619,685
Transfer to Capital	\$23,953					
Total Expense	\$1,915,279	\$2,690,205	\$2,241,605	2.	\$2,284,266	\$2,469,079
Net Total	(\$927,581)	(\$1,906,609)	(\$1,901,640)		(\$1,945,755)	(\$2,123,218)

Full-Time Equivalent Positions 13.17 13.17 13.17 13.17

* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

Decrease in revenue supporting Business Attraction project - one time 2023 project:

Federal Economic Development Agency for Northern Ontario (FEDNOR)	(270,000)
Decrease in revenue supporting Business Attraction project (MAT)	(30,000)
Decrease in Community Improvement Plan reserve transfer due to COVID-19	(170,101)
Decrease transfer to Active Transport project - one time 2023 project	(50,000)
Increase fees in Planning & Building (does not include a fee increase)	70,000
Miscellaneous adjustments	6,470
	(443,631)

2. Expenses

Decrease Investment Attraction Project - one time 2023 project	(300,000)
Decrease in Community Improvement Plan due to COVID-19 construction delays resulting in increased 2023 budget	(140,101)
Decrease in Contracted Services:	
Transportation Project Complete - one time 2023 project	(50,000)
North West Business Centre - Digital Mainstreet - one time 2023 project	(42,000)
Increase in Salary and Benefits due to regular salary steps, pension and other general increases.	75,231
Increase in Tourism Insurance and Utilities	7,101
Increase in rent for North West Business Centre - Bannister Centre	5,895
Miscellaneous adjustments	(4,727)
	(448,601)

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Business Enterprise Centre	(\$40,288)	(\$50,568)	\$0	\$0	\$0
Development Services	(\$345,023)	(\$809,817)	(\$731,696)	(\$751,006)	(\$970,446)
Economic Development	\$55,150	(\$305,468)	(\$521,696)	(\$536,862)	(\$566,874)
Tourism	(\$597,421)	(\$740,755)	(\$648,248)	(\$657,887)	(\$585,898)
Net Total	(\$927,581)	(\$1,906,609)	(\$1,901,640)	(\$1,945,755)	(\$2,123,218)

EXTERNAL

Northwest Health Unit - Mandatory funding to the Northwestern Health Unit (NWHU) to support mandatory programs based on NWHU levy. Funding is charged on a per capita basis.

District of Kenora Home for the Aged - Mandatory funding to the District of Kenora Home for the Aged (Pinecrest) for assistance provided to Seniors.

Police - Police services for the City of Kenora, provided by the Ontario Provincial Police (OPP)

Child Care - Mandatory funding to the Kenora District Services Board (KDSB) for child care.

Social Housing - Mandatory funding to the Kenora District Services Board (KDSB) for social housing operations.

Ontario Works - Mandatory funding to the Kenora District Services Board (KDSB) for Ontario Works.

Land Ambulance - Mandatory funding to the Kenora District Services Board (KDSB) for land ambulance operations.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Draft Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Provincial Government Funding	\$384,109	\$412,139	\$414,045		\$416,045	\$416,045
User Charges	\$47,447	\$50,000	\$50,000		\$50,000	\$50,000
Total Revenue	\$431,556	\$462,139	\$464,045	1.	\$466,045	\$466,045
Expense						
Operating Expense	\$12,837,623	\$12,285,653	\$13,347,523		\$13,748,494	\$14,161,466
Total Expense	\$12,837,623	\$12,285,653	\$13,347,523	2.	\$13,748,494	\$14,161,466
Net Total	(\$12,406,067)	(\$11,823,514)	(\$12,883,478)		(\$13,282,449)	(\$13,695,421)

* 2022 Actuals are Unaudited

Explanation of Changes from 2023 Adopted Budget to 2024 Draft Budget

1. Revenue

Increase Court Security Prisoner Transportation Grant Program - agreement expired 2022.	1,906
	1,906

2. Expenses

Increase in Ontario Provincial Police billings (2023 rebate was \$511,417)	918,374
External Organizations include 3% increase based on 2023 Billings:	
Increase for Social Housing	172,840
Increase for Home for the Aged	63,906
Increase for Northwest Health Unit	21,693
Decrease for Land Ambulance	(75,509)
Decrease for Child Care	(41,139)
Miscellaneous adjustments	1,705
	1,061,870

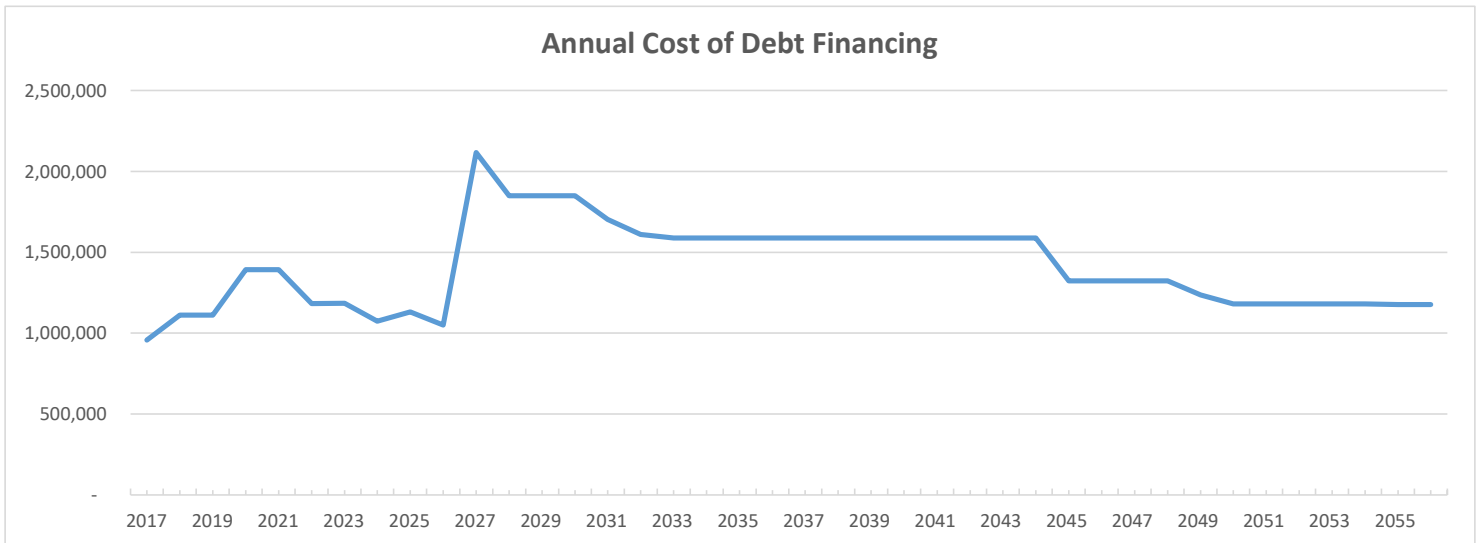
Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
External	(\$12,406,067)	(\$11,823,514)	(\$12,883,478)	(\$13,282,449)	(\$13,695,421)
Net Total	(\$12,406,067)	(\$11,823,514)	(\$12,883,478)	(\$13,282,449)	(\$13,695,421)

**City of Kenora Debt Financing
for 2024-2026 Budget**

	2024 Outstanding		2024 Annual Repayment			Expires
	Principal	Interest	Principal	Interest	Total	
Fire Hall	1,216,200	56,519	295,777	22,403	318,180	2027
Discovery Centre	160,797	3,640	79,800	2,419	82,219	2025
Jarnell Pavilion tent	173,940	6,086	56,984	3,024	60,009	2026
HWY 17 East & West	943,047	83,198	126,219	20,388	146,606	2030
Bowman Electric Keewatin Memorial Arena	679,374	70,973	78,404	15,389	93,793	2031
Bowman Electric Keewatin Memorial Arena Roof	178,491	21,770	18,024	4,228	22,251	2032
Downtown Rehabilitation - Roads	4,166,782	1,727,870	149,191	114,441	263,632	2044
Tanker Truck	450,000	193,827	12,343	13,500	25,843	2048
Railway St 3	290,352	126,505	7,964	8,711	16,674	2048
Boat Launch	738,881	340,937	21,463	23,475	44,938	2048
Total Operating Departments	8,997,864	2,631,327	846,168	227,977	1,074,145	

Forecasted Debt	New Principal and Interest		Annual Payment		Total
Railway St 4 (2025)	1,743,000	409,285	25,864	28,290	54,154
DTR Matheson (2025) 6%	5,560,000	6,557,838	70,422	333,506	403,928
Portage Bay (2027) 6%	10,000,000	11,794,673	126,489	600,000	726,489
Moncrief Construction Sports Centre (2028)	500,000	265,289	10,510	15,000	25,510
Jarnell Pavilion (2028)	500,000	265,289	10,510	15,000	25,510
Total Debt and Forecasted Debt	27,300,864	21,923,701	1,089,963	1,219,773	2,309,736

Annual Cost of Debt Financing



**City of Kenora
Schedule of Reserves
2024**

*2022 Actuals are unaudited

	Opening Forecasted Reserve Balance*			Capital Fund Contributions From Reserves	Closing Reserve Balance 2024
		Transfers To Reserves	Transfers From Reserves		
GENERAL GOVERNMENT					
Special Purpose	301,810	50,000	-	-	351,810
Fiscal Stabilization	8,000,123	100,000	(585,436)	60,161	7,454,526
Capital IT	32,905	80,000	-	20,000	92,905
Capital Facility	57,255	113,712	-	50,000	120,967
	8,392,093	343,712	(585,436)	130,161	8,020,208
PROTECTION					
Capital Fire	614,319	1,334,253	(403,025)	-	1,545,547
	-				-
TRANSPORTATION SERVICES					
Special Purpose	931,975	100,000	(100,000)	105,839	826,136
Capital Roads	184,485	-	-	55,000	129,485
Capital Parking	1,589,858	-	(20,000)	125,000	1,444,858
Capital Fleet	1,326,112	471,354	-	1,287,200	510,266
Capital Facility	49,482	25,000	-	-	74,482
	4,081,912	596,354	(120,000)	1,573,039	2,985,227
ENVIRONMENTAL SERVICES					
Capital Storm Sewers	120,000	-	-	120,000	-
HEALTH SERVICES					
Capital Cemetery	97,118	-	-	-	97,118
RECREATION & CULTURAL					
Capital Parking	66,272	-	-	-	66,272
Special Purpose Museum	321,985	-	-	35,000	286,985
Special Purpose Library	68,225	37,500	(10,000)	-	95,725
Capital Facility	561,599	252,000	-	205,000	608,599
Special Purpose Arts Centre	38,328	-	-	-	38,328
	1,056,409	289,500	(10,000)	240,000	1,095,909
PLANNING & DEVELOPMENT					
Special Purpose	3,542,965	-	(928)	-	3,542,037
Capital Facility	16,582	-	-	-	16,582
	3,559,547	-	(928)	-	3,558,619
OPERATING RESERVES	17,921,398	2,563,819	(1,119,389)	2,063,200	17,302,628
ENVIRONMENTAL / WATER AND WASTEWATER					
Water and Wastewater	2,923,557	2,638,177	-	4,396,125	1,165,609
ENVIRONMENTAL / SOLID WASTE					
Solid Waste	3,064,495	653,993	-	770,000	2,948,488
UTILITY RESERVES	5,988,052	3,292,170	-	5,166,125	4,114,097

Lake of the Woods

KENORA

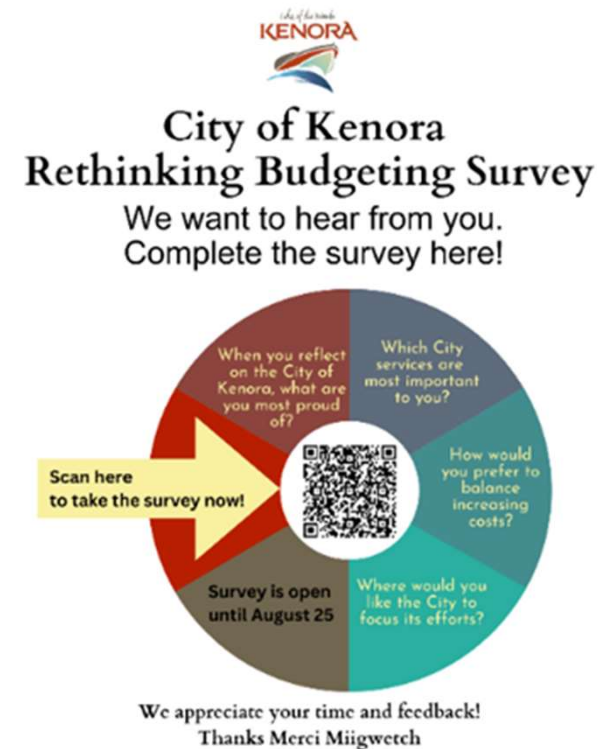
RETHINKING
BUDGETING
SURVEY

BUDGET 2024



Introduction and Summary

- The City of Kenora's Budget 2024 public engagement process reflects a renewed focus on taxpayers, creating opportunities for participation in the municipal budget process. The invitation for community input also served to create awareness and enhance knowledge about the budgeting process, while building transparency.
- The Rethinking Budget Survey – Budget 2024 was launched in late June and was active during the summer months of July and August 2023. Over 460 individuals participated in the survey, representing both permanent and seasonal residents.
- Survey questions allowed participants to rank municipal services in order of importance to residents, seeking direct feedback as to where the city should focus its efforts. Respondents were provided the opportunity to provide input on balance increasing costs, spending, and priorities.



The graphic features the City of Kenora logo at the top, followed by the title "City of Kenora Rethinking Budgeting Survey" and the text "We want to hear from you. Complete the survey here!". Below this is a circular infographic divided into five segments: "When you reflect on the City of Kenora, what are you most proud of?", "Which City services are most important to you?", "How would you prefer to balance increasing costs?", "Where would you like the City to focus its efforts?", and "Survey is open until August 25". A central QR code is surrounded by a yellow arrow pointing to it with the text "Scan here to take the survey now!". At the bottom, it says "We appreciate your time and feedback! Thanks Merci Miigwetch".

City of Kenora
Rethinking Budgeting Survey
We want to hear from you.
Complete the survey here!

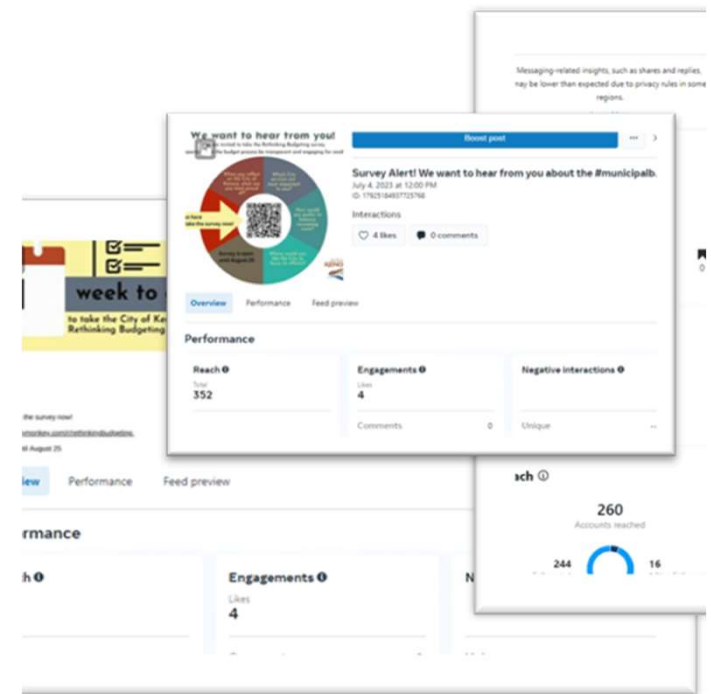
When you reflect on the City of Kenora, what are you most proud of?
Which City services are most important to you?
How would you prefer to balance increasing costs?
Where would you like the City to focus its efforts?
Survey is open until August 25

Scan here to take the survey now!

We appreciate your time and feedback!
Thanks Merci Miigwetch

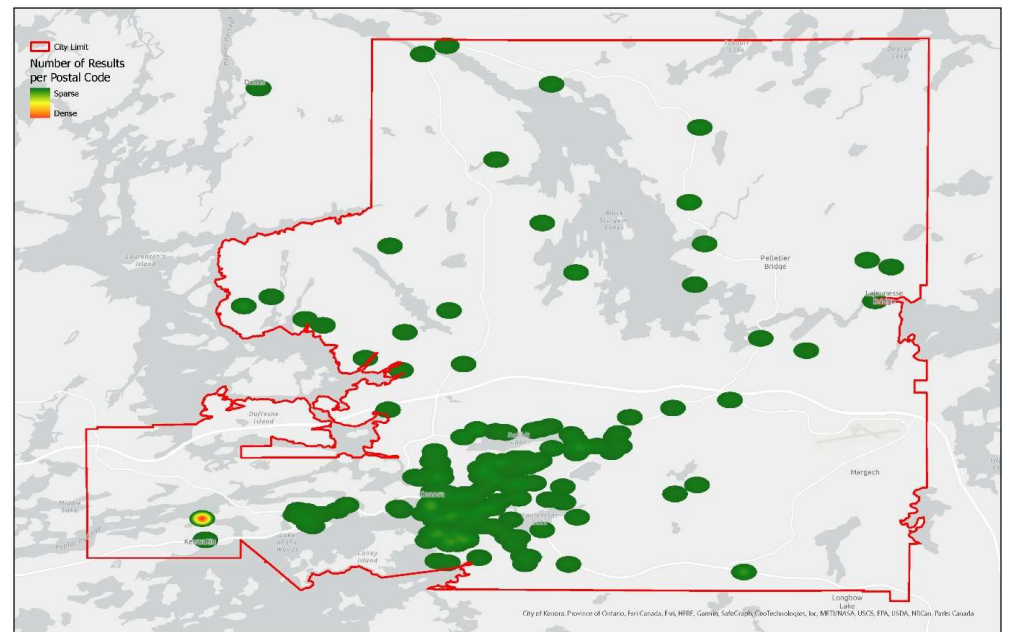
Engagement Survey

- The Budget 2024 Engagement process started in June 2023 with the launch of Rethinking Budget Survey.
- Active engagement occurred between July 1st - August 31st, 2023.
- The survey was shared with residents, business community, and stakeholders through the final tax billings, traditional news releases, print advertising, and across the City's social media platforms.
- Participants were encouraged to participate in the format they felt most comfortable, Survey Monkey was used as the online survey platform.



Respondent Data

- Over 460 citizens participated in the Survey over the course of the campaign.
- Local postal code (POX and P9N) data confirmed the majority of respondents live within Kenora's municipal boundaries.
- 90% of respondents confirmed that they owned their current place of residence.

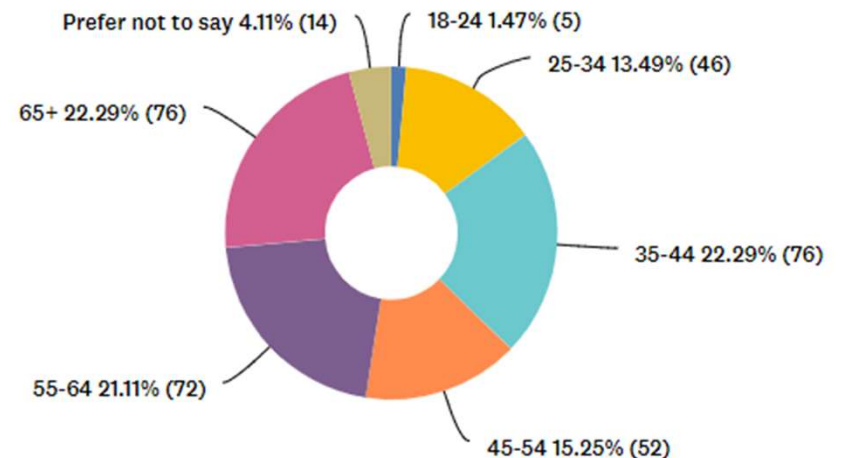


Representation by Age

- 45% of survey respondents reported being over the age of 50.
- The World Health Organization Age-Friendly Cities project identified eight priorities for municipalities to meet the needs of an aging population:
 - Housing
 - Transportation
 - Outdoor spaces & buildings
 - Community support & health services
 - Communication & information
 - Civic participation & employment
 - Respect & social inclusion
 - Social participation

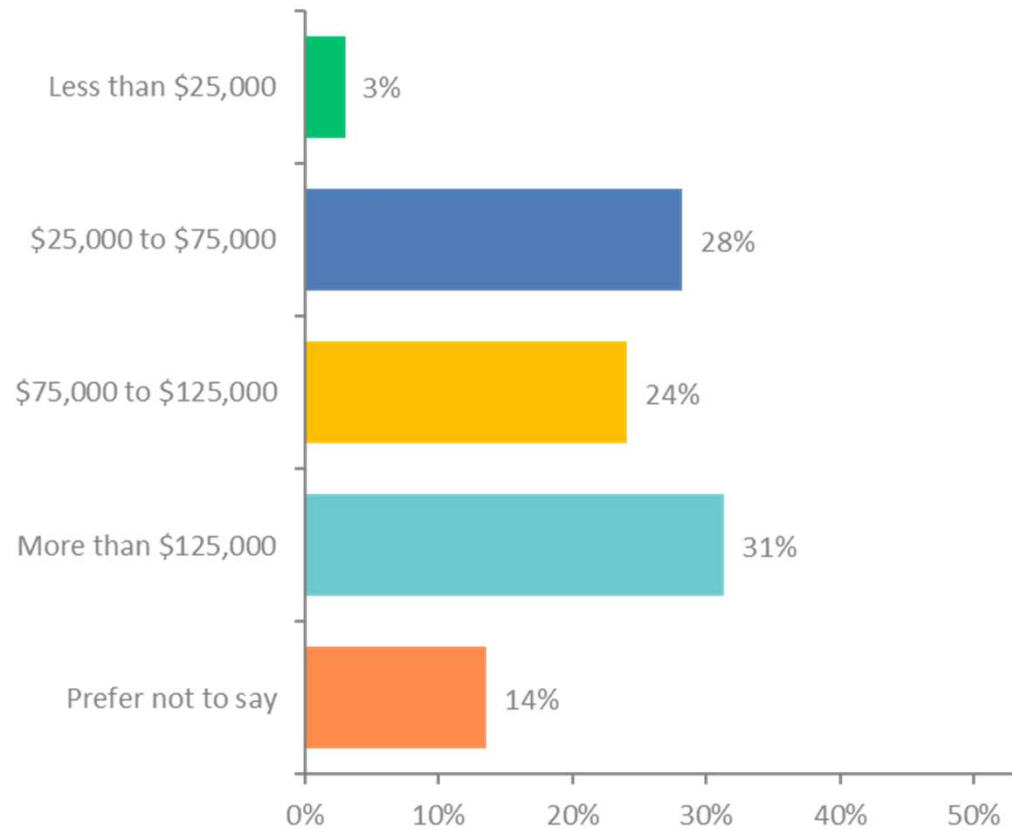
What is your age?

Answered: 341 Skipped: 22

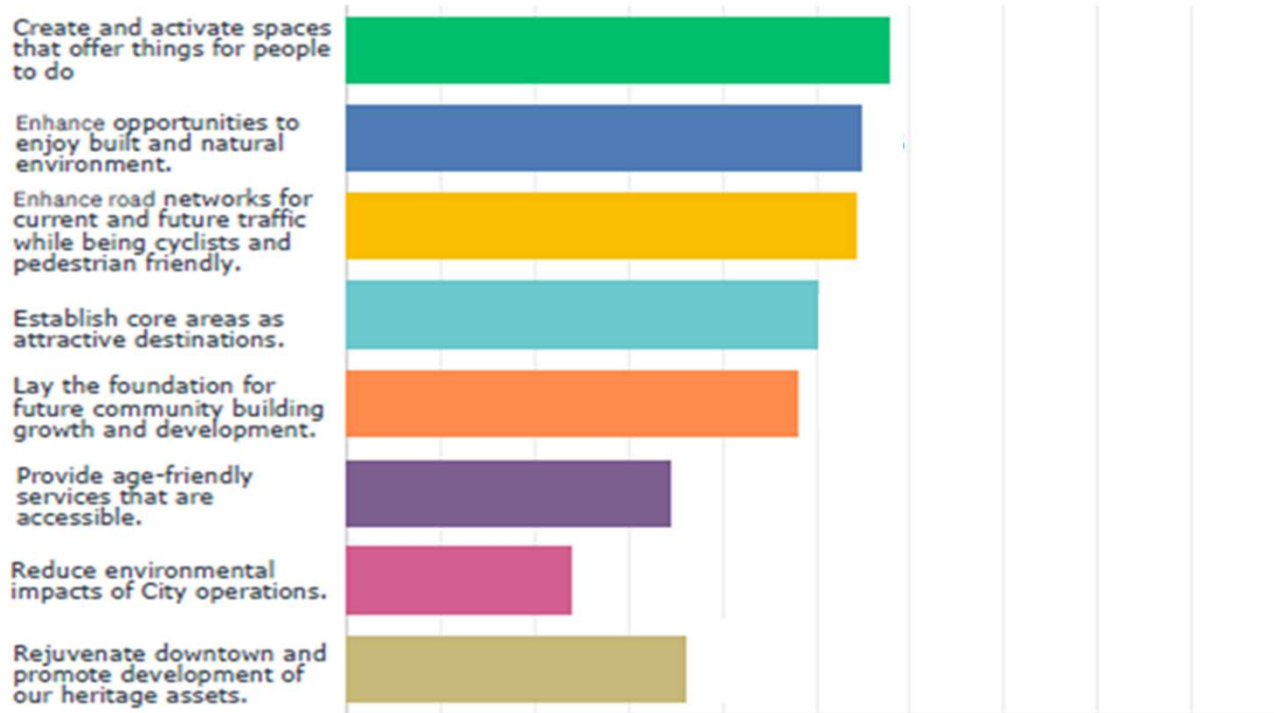


Household Income

- Household income is one measure of a community's ability to pay.
- A higher relative household income is a positive indicator of the overall local economy, it may lead to a greater expectation for quality programs and additional challenges in balancing desired levels of service with a willingness to pay for programs and services.
- The 2022 Municipal Study established the average household income in Eastern municipalities to be \$92,586 as compared to Kenora at \$101,554.

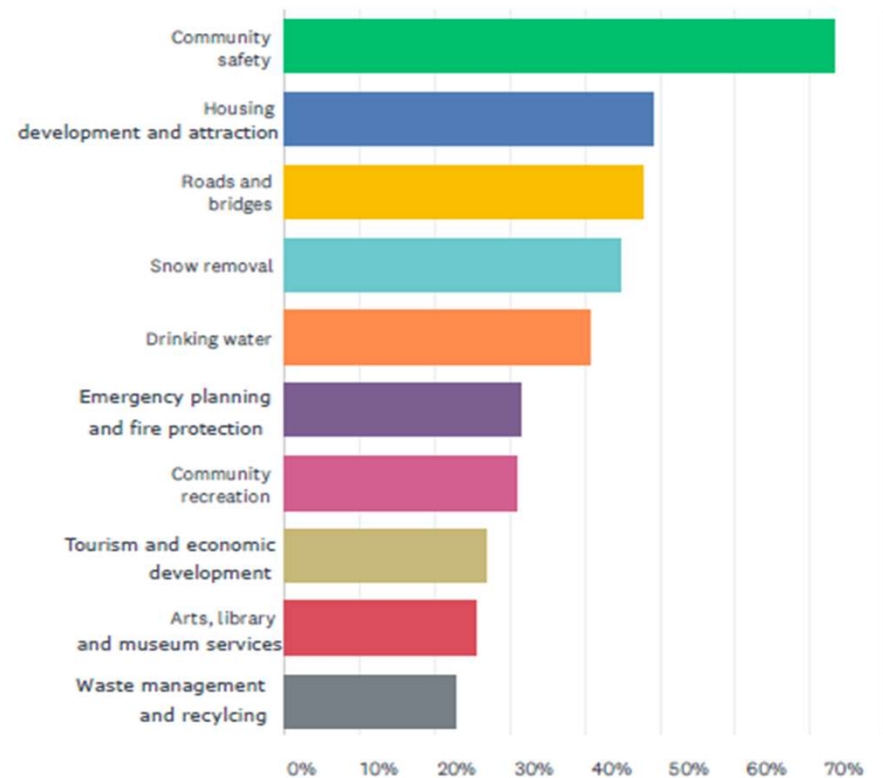


Where would you like the City to focus its efforts?



Top 10 Most Important Services

“Municipal budgets should be focused on the basic municipal responsibilities: roads/bridges/pedestrian; water and sewer; police and fire protection; building codes and zoning bylaws, taxation, fines and licenses, libraries, recreation. Health and social issues are a provincial responsibility.” – Survey Participant

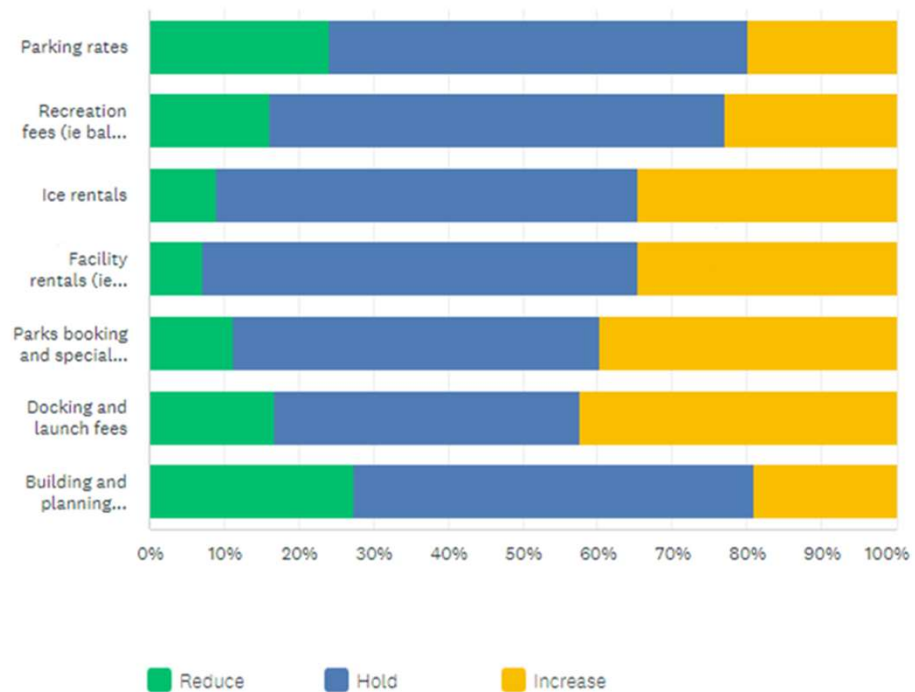


Revenue Generation

- 30% of participants preferred to increase fees associated with rental charges including docking and launch fees.
- 84% of respondents indicated they would be willing to support new revenue generation ideas.
- 249 respondents provided new ideas to generate revenue.

Please indicate your preference level on the following revenue generators:

Answered: 322 Skipped: 42



Balancing Increasing Costs

ANSWER CHOICES	RESPONSES	
Increase taxes a little above the rate of inflation to provide for enhanced service levels such as expanded recreation amenities, without the need to cut services elsewhere to offset.	21.52%	85
Increase taxes by the rate of inflation; if services are enhanced in one area, these should be offset by a reduction to services elsewhere.	28.61%	113
Reduce existing service levels to have a tax increase below the rate of inflation.	29.37%	116
Don't know.	20.51%	81
TOTAL		395

Respondents are most proud of...

