

# City of Kenora Committee of the Whole Agenda

Tuesday, October 4, 2016 9:00 a.m.

**City Hall Council Chambers** 

### A. Public Information Notices

As required under Notice By-law #144 -2007, the public is advised of Council's intention to adopt the following at its October 18, 2016 meeting:-

- Withdraw funds from the Community Club Reserve in the amount of \$15,650.00 to the Rideout Community Club while still committing to assist in funding Central Community Clubs building replacement in 2016 / 2017
- Council will approve their 2017 meeting calendar
- Amend the 2016 operating budget to appropriate \$234,698.94 from the City's Contingency Reserve to fund the incremental wage and benefits costs for 2014 through 2016 related to the Interest Arbitration Award with the Kenora Professional Fire Fighters Association

# B. Declaration of Pecuniary Interest & the General Nature Thereof 1) On Today's Agenda

2) From a Meeting at which a Member was not in Attendance.

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

### Motion:

That the Minutes from the last regular Committee of the Whole Meeting held September 6, 2016 and a Special Committee of the Whole Meeting held September 19, 2016 be confirmed as written and filed.

## D. Deputations/Presentations

Sprung Presentation at 11:30 a.m. – Alternate Event Centre Design concept

## E. Reports:

## 1. Corporate Services & Strategic Initiatives

Item Subject Pages

- 1.1. Amend the Transit Schedule Agreement
- 1.2. 2015 Annual Report

- 1.3. August 2016 Financial Statements
- 1.4. 2017 Council Meeting Calendar
- 1.5. Enterprise Risk Management Policy
- 1.6. Kenora Professional Firefighters Arbitration Award Budget Amendment
- 1.7. Ontario Community Infrastructure Fund Formula-Based Component Agreement
- 1.8. Public Transit Infrastructure Funding Application
- 1.9. Letter of Support Thunder Bay Events Centre

### 2. Fire & Emergency Services

Item Subject Pages

None

### 3. Operations & Infrastructure

Item Subject Pages

- 3.1 2016-2017 Municipal Snow Plowing Tender
- 3.2 CWWF Funding Projects
- 3.3 OCIF Funding Project -7<sup>th</sup> Avenue Bridge

## 4. Community & Development Services

Item Subject Pages

- 4.1 Black Sturgeon Water Quality Monitoring 2016
- 4.2 Budget Amendment Rideout Community Club
- 4.3 Authorize a Private Road Agreement with 5901058 Manitoba Ltd.

### Other:

### **Proclamations:**

- > Teen Driver Safety Week
- Waste Reduction Week

### 11:00 a.m. - Public Zoning Bylaw Amendment Meeting

Zoning Bylaw Amendment Public Meeting – D14-16-04

# 11:30 a.m. - Public Presentation from Sprung (Alternative Second Ice Surface Design)

### **Next Meeting**

• Tuesday, November 1, 2016

### Motion - Adjourn to a Closed Meeting:

That this meeting now be adjourned at \_\_\_\_\_\_ a.m.; and further

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

i) Proposed or Pending Acquisition or Disposition of Land (1 matter)ii) Personal Matter about an Identifiable Individual (1 matter)

Adjournment



### **September 28, 2016**

# City Council Committee Report

To: Mayor & Council

Fr: Heather Kasprick, City Clerk

Re: Amendment to Transit Agreement #130-2012

### Recommendation:

That Council authorizes an amendment to the agreement between the City of Kenora and First Canada ULC for the provision of conventional transit services for the purposes of amending the transit route schedules by removing Schedule A-System Route Map and Schedule B-System Timetable from bylaw number 130-2012; and further

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

### **Background:**

The City of Kenora contracts their conventional transit service with First Canada (DBA First Student Transit Canada) for the day to day operations. The contract expires December 31, 2017.

The former Operations Manager and I have been working with the First Student Manger on changes to the transit schedule for the past several years and have agreed upon a new schedule that will meet the needs of many that have been missing since the introduction of the new routes. The routes have been closely monitored and statistics kept for several years on usage and volume for the routes and as well as public comments/requests for routes/times. The decision to change the times/routes was not made lightly and has been done with great thought which will best serve the majority of our customers and meet needs of potential customers that are not being met. One example is for our senior population. Many seniors have approached the City along with First Student on increased access to the Kenora Recreation Centre for the Seniors Centre as well as physiotherapy appointments. Currently the routes only take the transit by the Recreation Centre in the early morning and at the end of the day. The new proposed schedule will increase the times available for getting to and from the Rec Centre.

Currently, the transit routes (maps) and schedule are part of the bylaw as a "Schedule" (Schedule A – System Route Map and Schedule B – System Timetable). The challenge with these being part of the bylaw is that when a new schedule is proposed, it must come back to Council for a bylaw amendment. We are proposing that we remove these schedules from the bylaw which will allow us flexibility in the schedules and routes to amend accordingly when necessary. While we feel the new proposed schedule will improve efficiencies, increase ridership and provide better service for customers, if amendments are required, we do not want to have to come back to Council for an amendment to a time or route. Therefore, the proposed bylaw amendment will remove these two schedules from the bylaw.

### **Budget:**

There are funds available specific to transit related items and the intent will be to use some of that funding to promote the new transit schedule along with other transit improvements we will be launching.

Communication Plan/Notice By-law Requirements: Public campaign

### **Strategic Plan or other Guiding Document:**

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



### September 24, 2016

# City Council Committee Report

To: Mayor Canfield and Members of Council

Fr: Charlotte Edie, Treasurer

Re: 2015 Annual Report and Audited Financial Statements

### Recommendation:

That Council approves the 2015 City of Kenora Annual Report including the 2015 audited financial statements for the City; and further

That a copy of this report be made available for public viewing.

### Background:

A copy of the Annual Report and audited financial statements is attached to this report for your reference. The report is incomplete in that the Auditors' Report will not be signed until Council has formally approved the financial statements.

In 2009 there was a significant change to the City's financial statements from previous years, due to the new requirement to record Tangible Capital Assets and related amortization, with capital works no longer being expensed as performed. Under this new requirement, the City is required to record the value of all tangible assets net of amortization. As a result of this, the City's financial statements reflect a significant surplus due to the net result of the Tangible Capital Asset implementation. It should be noted that this surplus is comprised of all the accumulated surpluses and deficits of the funds, reserves and organizations that are included in the statements as well as the current amortized value of all City owned assets.

### **Budget:**

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

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

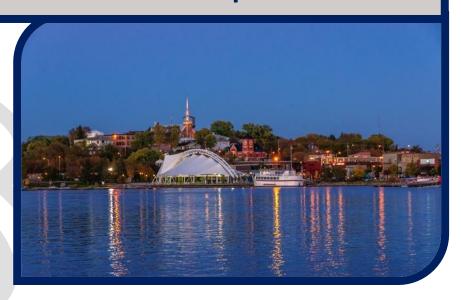
A press release will be prepared for the annual report and statements. This press release will be distributed to Council. The annual report will be made available on the city's portal, as well as at the front desk at City Hall. In accordance with the City's requirements under the Municipal Act, extracts of the audited financial statements will also be printed in the local newspaper.

### **Strategic Plan or other Guiding Document:**

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



# Annual Report 2015



The City of Kenora, Ontario, Canada



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# **City Council**



# From left to Right:

- Councillor Dan Reynard
- ~ Councillor Mort Goss
- ~ Mayor David Canfield
- ~ Councillor Rory McMillan
- ~ Councillor Sharon Smith
- ~ Councillor Colin Wasacase
- ~ Councillor Louis Roussin



# **City CAO and Managers**

- ~ Karen Brown, CAO
- Andrew Glassco, Manager of Community & Development Services
- ~ Jeff Hawley, Manager of Operations & Infrastructure
- Lauren D'Argis, Manager of Corporate Services & Strategic Initiatives
- ~ Todd Skene, Manager of Fire & Emergency Services



# Mayor's Message

2015 was a year of significant change for the municipality within administration as we continue to move forward with implementation of the recommendations from our Organizational Review. With four new larger structured departments, our leadership team has worked diligently to create teams within their departments to work towards the Strategic Plan goals of improved customer service while realizing efficiencies.

Teams are committed to maintaining the momentum on our new Strategic Plan, *Our Vision is 2020*, which is grounded in the realities of today and opportunities of tomorrow. Our vision is that Kenora is a City of choice, renowned as a sustainable, lifestyle community supported by a Municipality committed to excellence. Our mission is to deliver quality, cost-effective Municipal services.

Partnerships have continued to be a strong focus for Council and 2015 brought many new positive community partnerships to strengthen our community. Volunteers in our community such as the Kenora Baseball League for improvements to our baseball fields, the Kenora Tennis Club for improvements to our tennis courts, the Kenora Rotary Club with the fundraising campaign for the splash park and the list continues to grow. These are invaluable partnerships that build upon the success of our community, by the community.

Kenora continues to be a leader in the Northwest through our economic development success with many new small to medium size business openings and recognized the success of the re-opening of the Kenora Forest Products mill. All of these new business opportunities in Kenora drive our economic development, offer employment opportunities and bring people to our community.

Council and administration continue to be committed to the citizens of Kenora which extends to our summer residents and visitors alike. Improved communication and public relations are a priority for Council and many new programs are being introduced in the near future which will assist to engage our citizens and offer mechanisms for them to reach out to us. Council continues to be committed to strong fiscal management, economic growth and investment in our future.

Mayor David S. Canfield

Ocuro Confield



# **CAO's Message**

Year end is a time we can both reflect back on our successes and challenges of the past year, as well as look ahead towards the future. Our achievements are a credit to the hard work done by our dedicated City Team over the past year, striving to meet our Vision of municipal excellence. Thank you to our Team, including City Staff, Council and our Partners, the Citizens and Businesses of Kenora, and the role that each of you plays in making our successes a reality.

In 2015, Council approved the organizational review and virtually all of its recommendations. Recommendations intended to ensure that the City was aligned with the goals in our strategic plan. Following Council approval, the recommendations began flowing out to City staff, starting with the detailed staffing changes. Changes to the City staff structure began in 2015, and continued into early 2016. Overall, there was a significant amount of change and adjustment for staff. This was no doubt a challenging time for staff. Despite the changes, staff at the City worked hard to ensure the transition was seamless for our customers.

The 2015 organizational review transition included a focus on staff training. Focusing on our People is one of our strategic priorities. Under the organizational review, moving to a culture of employee empowerment is a priority for our workplace and staff. Some of our departments already operate using this concept, while other areas need to develop this. It is through empowerment that we can work towards becoming an employer of choice, together with ensuring our staff have the tools and the supports they need to focus on customer service excellence.

As we move into 2016, the City reviewed and updated the actions under its strategic plan. This was done to ensure that these actions were both current and that they remained in line with the current Council's priorities. Realizing these actions, together with the ongoing implementation of the recommendations from the organizational review, are a priority for our City Team in 2016.

The City of Kenora's annual report covers the City's fiscal year, which runs from January 01 to December 31. On behalf of City administration, it is our pleasure to present highlights of our activities for 2015.

Karen Brown, CAO



# **Strategic Direction for the Corporation**

The City of Kenora's current corporate Strategic Plan, adopted mid 2014 is called *Our Vision is 20/20*. The plan is established to provide the City with guidelines for evaluating and determining its actions, making decisions and setting the budget.

In 2015, the City made significant progress on a number of action items in its Strategic Plan. Among the most significant includes making the first steps towards implementation of the Organizational Review recommendations.

To ensure that we are maintaining the momentum in realizing the goals and actions under the Strategic Plan, the City has committed to tracking and communicating our results on an annual basis. The 2015 Strategic Plan Progress Report offers a glimpse into how well we are doing in fulfilling our vision and achieving our mission.

### Our Vision:

Kenora is a City of choice, renowned as a sustainable lifestyle community supported by a Municipality committed to excellence.

### Our Mission:

To deliver quality, cost-effective Municipal services.



# **City Profile**

The Towns of Kenora, Keewatin and Jaffray Melick amalgamated on 1 January 2000 to form the City of Kenora, forming the second largest center in Northwestern Ontario. The City of Kenora is the largest municipality within the District of Kenora, and represents a commercial hub for the region. With an "open for business" approach, the City has been recognized by senior levels of government as "forward thinking", and continues to actively and aggressively pursue development opportunities as available.

The forestry sector continues to be a component of the City's economic base, despite the significant challenges currently facing this sector. The City currently is home to a Weyerhaeuser iLevel Mill, one of the largest value added facilities in the Ontario forest industry and the newly re-opened Kenora Forest Products Ltd. lumber mill.

Located on famous Lake of the Woods, Kenora also represents a major tourist destination, and hosts a significant number of tourism related businesses, either within the City or in the surrounding area. Kenora's population more than doubles in the summer because of tourists and seasonal residents. The retail sector is also a significant contributor to the local economy.



# Interesting Statistics – Recreation Services Welcome to Wellness

### **Facility Participant Visits**

Swimming pool - Programming - Recreation	35,458 54,312	
Walking track Fitness centre Group fitness	10,841 53,184 6,538	visits
Facility Bookings		)
Thistle Rink Keewatin Memorial Arena (note: Summer ice was not available in 2015. 2014 bookings were 2652 hours)	2,921 1,869	hours hours
Recreation facility meeting rooms	4,793	hours
Ball diamond bookings	2,012	hours
Special events held in recreation facilities	34	
Programs and activities held in recreation facilities	33	

The City of Kenora's Recreation Facilities play a key role in achieving the following goals, as described in the Strategic Plan:

- Develop our Economy
- Strengthen our Foundations
- Focus on our People



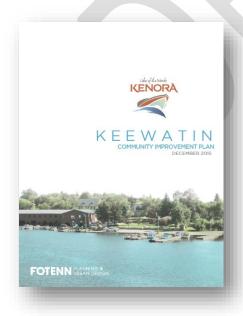
## Look What's New in 2015

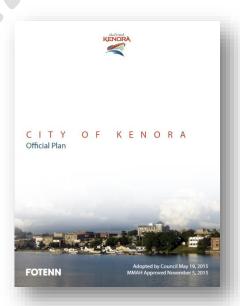
In response to the increased pressure on municipalities to deliver affordable and efficient services as well as manage high community expectations, the City conducted an organizational review in conjunction with BMA Management Consulting. Following Council approval of almost all the recommendations, City staff worked on implementing changes that affected both staffing and service delivery.

By the end of 2015, the City had successfully mapped existing staff to their new positions and was making progress in hiring individuals to fill remaining vacancies.

The Official Plan review and Keewatin Community Improvement Plan (CIP) were also completed in 2015. After the review period, Council approved a new Official Plan with a growth strategy emphasizing sustainable development and planning around a diversified economy.

Based on the success of the 2004 Harbourtown Centre CIP in revitalizing Kenora's downtown, the City recognized the potential that a CIP could have for revitalization in Keewatin. Upon completion in late 2015, the Keewatin CIP included additional features such as incentives for affordable housing.







# **Looking Ahead to 2016**

The 2015-2020 Strategic Plan is intended to be a living document and as such, will be regularly updated to reflect the changing internal and external context of the City. As we look to 2016, the City will conduct a review of the Strategic Plan to ensure it still aligns with current Council priorities.

Next year the City will also continue to implement recommendations from the organizational review. With the structural and staffing related changes at the City nearing completion, the City will begin to focus on those recommendations that affect how we deliver services. By realigning the Corporation to a four department structure we have laid the foundation to delivering services in a more efficient and effective manner.



# **City Council and Committee Structure**

City Council represents the elected decision making authority for the City. Council is comprised of the Mayor and six Councillors, all elected at large within the City. Council exercises its legislative authority through the passing of City By-laws and resolutions.

The City operates through a Committee of the Whole structure. All Council members are members of the Committee of the Whole. The Committee of the Whole is for the purpose of conducting municipal business and forwarding recommendations to Council for enacting final approval and by-laws. There is no recommendation acted upon without prior concurrence of Council. Committee of the Whole meets on a monthly basis one week prior to Council meetings.

In 2015 Council eliminated the Councillor portfolios that were based on six standing committees. Each department will still be broken down as per the senior manager responsibility for reporting purposes, however there will no longer be a lead Councillor for each area. Without portfolios all members of Council are involved and engaged as a whole with respect to all facets of the City's operations.

In addition, the City has various boards, commissions and committees responsible for various components of its overall operations, as well as independent boards and committees. The members of Council are appointed to these committees to represent the City.



# **2015 Financial Report**

The financial report for the City of Kenora includes financial information and analysis as well as financial statements for the year ended December 31, 2015. These financial statements are prepared in accordance with the Canadian generally accepted accounting principles as recommended by the Public Sector Accounting Board (PSAB) of Chartered Professional Accountants Canada.

The preparation and presentation of the financial statements and related information contained in this report is the responsibility of the management of the City of Kenora. Included in the consolidated financial statements are those entities that are accountable to or controlled by the City of Kenora and are outlined in the significant accounting policies in the audited financial statements.

City Council appointed the accounting firm of MNP LLP to perform an independent audit of the City's 2015 financial statements, and its report is included herein. The accuracy and reliability of the financial information is ensured by the City's system of internal controls.



# **Current Operations**

The current operations (excluding funding for capital projects) are broken into eight main functional areas. These areas, together with some examples of the types of expenditures that are incurred in these areas are as follows:

- General Government (Mayor and Council, City Administration)
- Protection to Persons and Property (Fire, Police, By-law Enforcement, 911 Services)
- ~ Transportation Services (Roads, Transit)
- Environmental Services (Water and Sewer, Garbage, Recycling)
- Health Services (Northwestern Health Unit, Cemeteries, Ambulance)
- Social and Family Services (Ontario Works, Day Care, District of Kenora Home for the Aged, Social Housing)
- Recreation and Cultural Services (Parks, Recreation Facilities, Library, Museum)
- Planning and Development (Planning, Northwest Business Centre, Tourism, Economic Development)

Total current operations revenues were \$44.1 million in 2015 of the total revenues of \$45.5 million. Funding for capital projects was an additional \$1.4 million. The City also utilized \$3.3 million in reserves and reserve funds in 2015 for capital and operations. As in previous years, taxation accounts for the largest source of current operations revenues, providing 51.4% of total revenues. Fees and user charges represent another 28.6% of total revenues. An analysis of total revenues by source in graph form follows on page 15.

Overall current operations expenditures in the various functional areas listed above, were \$43.8 million in 2015, before changes in City surplus. An analysis of current expenditures by functions in graph form follows on page 16.

This discussion does not include capital activity of the City.



### The Corporation of the City of Kenora Current Fund Operations Comparison of Actual to Budget

(in thousands of dollars)

	2015	2015	Variance	% Variance
Category	Budget	Actual	Fav (Unfav)	Fav (Unfav)
Revenues	\$44,070	\$45,549	\$1,479	3.4%
Revenue Main imp	pacts include:			

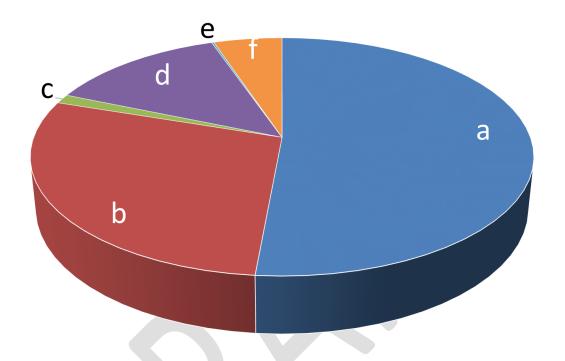
- The assumption of a federal wharf and higher than anticipated sewer and water and landfill fees are the main reasons for the budget variance.

**Expenses** \$43,053 \$43,815 (\$ 762) (1.8%) Expense Main impacts inlcude:

- OPP. The City was charged with a billing adjustment of \$158 that was not in the original estimate.
- Roads. Patching and resurfacing were over budget by \$157. The work done on specific roads was necessary to improve driveability.
- Sewer and Water. Repairs were over budget by \$194. These are difficult to predict and often depend on the weather.



# **Revenues, Financing and Transfers**

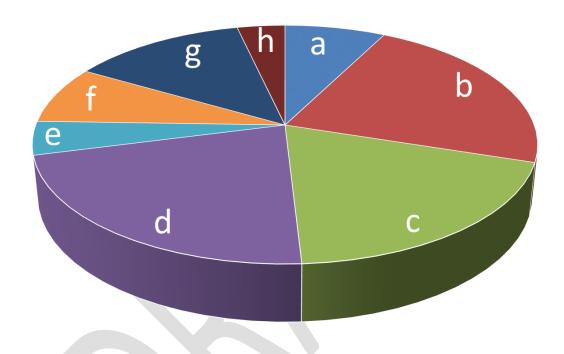


# **Revenues, Financing and Transfers**

a Taxation	\$ 23,434	51.4%
b Fees and user charges	13,043	28.6%
c Canada grants	565	1.2%
d Ontario grants	6,088	13.4%
e Government business enterprise	76	0.2%
f Other	2,343	5.2%
	\$ 45,549	100.0%



# **Expenditures, Financing and Transfers**



# **Expenditures, Financing and Transfers**

a General government	\$ 3,299	7.5%
b Protection services	\$ 9,832	22.5%
c Transportation services	\$ 8,382	19.1%
d Environmental services	\$ 9,581	21.9%
e Health services	\$ 1,995	4.6%
f Social and family services	\$ 3,435	7.8%
g Recreational and cultural services	\$ 5,724	13.0%
h Planning and development	\$ 1,567	3.6%
	\$ 43,815	100.0%



# **Capital Projects**

The City's significant expenditures relating to major projects are described in the statement of financial position as tangible capital assets. These expenditures generally provide the City with a long-term benefit, either through the purchase of capital assets, improvements to existing capital assets, or the extension of the life of existing capital assets.

Overall tangible capital asset purchases in 2015 were \$7.31 million. Major capital projects for 2015 included:

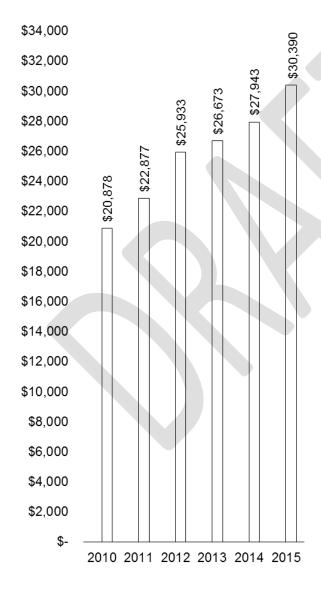


- Municipal Paving
   Program: \$1.4 million –
   larger projects on Ninth
   Street North and Bunny
   Street.
- Streetlighting project:\$0.8 million.
- Cameron Bay services:\$1.1 million.
- Keewatin Arena improvements: \$1.3 million.
- Street Sweeper: \$0.2 million.
- Public Works Loader:\$0.2 million



### **Reserves and Reserve Funds**

The City maintains reserves and reserve funds designed to offset future costs related to specific expenditures, as approved by Council. While the reserves are primarily intended for capital expenditures, the City also holds significant working capital (\$4.1 million) and consolidated contingency (\$9.5 million) reserves.



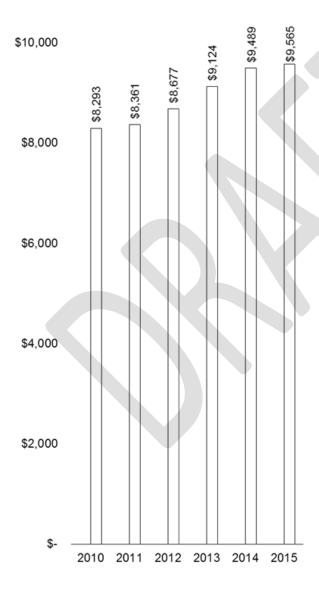
The reserve and reserve fund balance at the end of 2015 was \$30.4 million. This chart to the left outlines the consolidated reserve and reserve fund combined balances for the last five years. These balances exclude any equity related to the Kenora Hydro Electric Corporation Ltd. This equity is reflected separately as net equity in government business enterprises. These balances also exclude any amount related to the Kenora Citizens' Prosperity Trust Fund.



# **Government Business Enterprise**

The government business enterprise (GBE) is a separate municipal operation or legal entity that reports independently to a separate Board or Commission and does not rely on the City for funding.

This page includes a chart outlining the City's comparative net equity in government business enterprises for the past five years.



The Kenora Hydro Electric Corporation Ltd. (Kenora Hydro), the City's only Government Business Enterprise, is a Local Distribution Company (LDC), incorporated under the Ontario Business Corporation Act in compliance with Hydro Deregulation. Kenora Hydro provides hydro distribution services to residents within the boundaries of the former Towns of Kenora and Keewatin. Kenora Hydro operates as an independent corporation under a Board of Directors appointed by the City as the sole shareholder.



# **Kenora Citizens' Prosperity Trust Fund**

On January 31, 2008, the City of Kenora sold the KMTS Entities to Bell Aliant. Up to this point, the KMTS entities had been a GBE like Kenora Hydro and had contributed to the City's bottom line.

In an effort to ensure there was no impact to property taxes as a result of this sale, the decision was made to transfer the proceeds of disposition from the sale, together with the cash and investments that were excluded from the sale, to a trust fund that would safeguard the funds. Thus, the Kenora Citizens' Prosperity Trust Fund (Trust Fund) was established in 2008, with a balance of \$41.8 million at the end of 2015. In order to offset lost net revenues as a result of the sale of the KMTS Entities, the City requires an annual return of \$1.1 million in income from the trust. Any erosion of the balance of the trust will result in an additional burden on City taxpayer.

Since the inception of this Trust Fund, the City of Kenora has issued internal debt totaling \$8.8 million owing to the Trust Fund to finance the Fire Hall, the Discovery Centre, the Highway 17 Rehabilitation project, the Whitecap Pavilion and the marine waterline. This debt is being paid back to the Trust Fund on the established schedule with 3% interest.

The Trust Fund is reported on the City's financial statements at \$32.8 million because the Canadian generally accepted accounting principles, as established by the Public Sector Accounting Board, dictate that inter-organizational transactions be eliminated on consolidation. As a result the balance of \$32.8 million reflected on the consolidated statement of financial position does not reflect the balance of the debentures and interfund balances at 31 December 2015 of \$9.0 million.



# **Financial Statements**

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# City of Kenora

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www.kenora.ca

# Management's Responsibility for the Financial Statements

The accompanying financial statements of the Corporation of the City of Kenora are the responsibility of the City's management and have been prepared in accordance with Canadian generally accepted accounting principles for local governments established by the Public Sector Accounting Board of Chartered Professional Accountants Canada. A summary of the significant accounting policies are described in the notes to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgments, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The City's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

City Council meets with management to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by MNP LLP, independent external auditors appointed by City Council. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the City's financial statements.

Karen Brown, CPA, CA, CAO Kenora, Ontario



# THE CORPORATION OF THE CITY OF KENORA CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 December 2015

		2015	201
			Restate
			(Note
Financial Assets			
Cash (Note 1)	\$	19,251 \$	16,364
Temporary investments (Note 2)		15,886	14,613
Taxes receivable		426	636
Trade and other receivables		5,422	<b>7,97</b> 1
Inventory held for resale		48	44
Long term notes receivable (Note 3)		70	85
Citizens' Prosperity Trust Fund investments (Note 4)		32,825	32,518
Investment in government business enterprise (Note 5)	^	9,565	9,489
		83,493	81,720
Accounts payable and accrued liabilities  Deferred revenue (Note 6)		5,340 3,046	5,468 2,115
Employee future benefits payable (Note 16)		2,683	2,546
		11,069	10,129
		,	,
NET FINANCIAL ASSETS		72,424	71,591
		,	,
Non Financial Assets			
Tangible capital assets (Note 8)		150,049	149,084
Inventories of consumables and prepaids		1,008	1,072
1 1		151,057	150,156
		· · · · · · · · · · · · · · · · · · ·	

See Accompanying Notes	
	Mayor
	Treasurer

# THE CORPORATION OF THE CITY OF KENORA CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended 31 December 2015 (in thousands of dollars)

		2015		2015	2014
		Budget		Actual	Actual
		(Note 12)			Restated
Revenues					(Note 5)
Taxation	\$	23,389	\$	23,434	\$ 23,030
Fees and user charges		12,237		13,043	12,029
Canada grants		450		565	4,025
Ontario grants		5,911		6,088	7,672
Net income from government business enterprise (Note 5)		76		76	368
Other (Note 9)		2,007		2,343	4,042
		44,070		45,549	51,166
Expenses					
General government		3,189		3,299	3,105
Protection services		9,741		9,832	10,066
Transportation services		8,144		8,382	8,127
Environmental services		9,183		9,581	9,733
Health services		2,008		1,995	2,099
Social and family services		3,455		3,435	3,349
Recreation and cultural services		5,561		5,724	5,575
Planning and development		1,772		1,567	1,595
		43,053		43,815	43,649
Annual surplus	_	1,017	•	1,734	7,517
Accumulated surplus, beginning of year				221,747	214,230
Accumulated surplus, end of year			\$	223,481	\$ 221,747

See Accompanying Notes

# THE CORPORATION OF THE CITY OF KENORA CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended 31 December 2015 (in thousands of dollars)

	2015	2015	2014
	Budget	Actual	Actual
	(Note 12)		Restated
			(Note 5)
Annual surplus	\$ 1,017	\$ 1,734 \$	7,517
Acquisition of tangible capital assets	(11,709)	(7,555)	(11,765)
Amortization of tangible capital assets	6,379	6,379	6,177
(Gain) Loss on sale of tangible capital assets	-	108	(1,102)
Proceeds on sale of tangible capital assets	-	105	1,286
	(4,313)	771	2,113
Acquisition of prepaid expenses and inventory of supplies	(1,728)	(1,728)	(2,389)
Net use/consumption of inventories of consumables and prepaids	1,790	1,790	2,246
	62	62	(143)
Net change in net financial assets (debt)	(4,251)	833	1,970
Net financial assets, beginning of year	71,591	71,591	69,621
Net financial assets, end of year	\$ 67,340	\$ 72,424 \$	71,591

**See Accompanying Notes** 

# THE CORPORATION OF THE CITY OF KENORA CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2015 (in thousands of dollars)

	2015	2014
		Restated
		(Note 5)
Operating transactions		
Annual surplus	\$ 1,734 \$	7,517
Items not involving cash		
Amortization	6,379	6,177
(Gain) Loss on disposal of tangible capital assets	108	(1,102)
Income from government business enterprise	(76)	(368)
	8,145	12,224
Change in non-cash working capital balances		
Decrease (Increase) in taxes receivable	210	(122)
Decrease (Increase) in trade and other receivables	2,548	(2,499)
Decrease (Increase) in other assets	59	(150)
Increase (Decrease) in accounts payable and accrued liabilities	(128)	1,316
Increase (Decrease) in deferred revenue	931	(1,208)
Increase in employee benefits payable	137	187
	11,902	9,748
Comital Annua actions		
Capital transactions Acquisition of tangible capital assets	(7,555)	(11,765)
Proceeds on sale of tangible capital assets	105	1,286
1 loceeds on sale of talignote capital assets	(7,450)	(10,479)
	(7,430)	(10,477)
Investing transactions		
Decrease in long term investments	15	14
(Increase) in Citizens' Prosperity Trust Fund	(307)	(513)
	(292)	(499)
Net change in cash and equivalents	4,160	(1,230)
Cash and equivalents, beginning of year	30,977	32,207
Cash and equivalents, end of year	\$ 35,137 \$	30,977
Represented by		
Cash	\$ 19,251 \$	16,364
Temporary investments	15,886	14,613
	\$ 35,137 \$	30,977

See Accompanying Notes

# THE CORPORATION OF THE CITY OF KENORA SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 December 2015 (in thousands of dollars)

The consolidated financial statements of the Municipality are the responsibility of management. They have been prepared in accordance with Canadian generally accepted accounting principles established by the Public Sector Accounting Board of Chartered Professional Accountants Canada. The Municipality provides municipal services such as fire, public works, planning, parks, recreation and other government services. Significant aspects of the accounting policies adopted by the Municipality are as follows:

### a) Basis of Accounting

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

### b) Basis of Consolidation

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of the current fund, capital fund, reserves and reserve funds of all municipal organizations, committees and boards and internally restricted entities which are owned or controlled by the Municipality. All interfund assets, liabilities, revenues and expenses have been eliminated on consolidation.

The following boards and municipal enterprises owned or controlled by the Municipality have been consolidated:

Kenora Public Library Lake of the Woods Cemetery Lake of the Woods Museum

The Provincial Offences Fund is a government partnership where the Municipality has shared control over the board / entity. The Municipality's pro rata share of the assets, liabilities, revenues and expenses are reflected in the financial statements using the proportionate consolidation method. The Municipality's proportionate interest of 67.87% of the Provincial Offences Fund is reflected in the consolidated financial statements.

The government business enterprise is a separate legal entity which does not rely on the municipality for funding. The investment in the government business enterprise is accounted for using the modified equity method. Under this method, the government business enterprise's accounting policies, which follow International Financial Reporting Standards for rate-regulated industries, are not adjusted to conform with Public Sector Accounting Standards and inter-entity transactions and balances are not eliminated. The Kenora Hydro Electric Corporation Ltd. is the only government business enterprise reflected in the consolidated statements.

### c) Use of Estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

# THE CORPORATION OF THE CITY OF KENORA SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 December 2015 (in thousands of dollars)

### d) Government Transfers

Government transfers are recognized in the year in which events give rise to the transfer, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

### e) Revenue Recognition

Revenues are recognized as follows:

- i Tax revenue is recognized in the calendar year to which the tax assessment applies and the assessment is known.
- ii Fees and user charges are recognized on a monthly basis as services are provided.
- iii Other revenues are recorded when collected or when collection is reasonably assured.
- iv Grants for the acquisition of tangible capital assets are recognized in the period in which the eligible expenditures are made.

#### f) Investments

Temporary investments are recorded at the lower of cost or market. Portfolio investments are recorded at cost unless there has been a decline in the market value which is other than temporary in nature in which case the investments are written down to market value.

### g) Inventory

Inventory is recorded at the lower of cost and net realizable value. Cost is determined on the average cost basis.

### h) Collection of Taxes on Behalf of Other Taxation Authorities

The Municipality collects taxation revenue on behalf of the school boards. The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards are not reflected in these financial statements.

### i) Trust Funds

Trust funds administered by the City for the benefit of external parties are not included in these financial statements. The financial activity and position of the trust funds are reported separately.

### j) Deferred Revenue

Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the consolidated statement of financial position. The revenue is recognized in the consolidated statement of operations in the year in which it is used for the specified purpose.

# THE CORPORATION OF THE CITY OF KENORA SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 December 2015 (in thousands of dollars)

#### k) Pension and Other Post-Employment Benefits

The City accounts for its participation in the Ontario Municipal Employee Retirement System (OMERS), a multiemployer public sector pension fund, as a defined contribution plan. Standards issued by Chartered Professional Accountants Canada with respect to accounting for employee future benefits require the City to accrue for its obligations under other employee benefit plans and related costs, net of plan assets.

The cost of other post-employment benefits offered to employees are actuarially determined using the projected benefit method, prorated on service and based on management's best estimate assumptions. Under this method, the projected post-retirement benefit is deemed to be earned on pro-rata basis over the years of service in the attribution period commencing at date of hire, and ending at the earliest age the employee could retire and qualify for benefits.

### 1) Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital assets including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital assets commencing once the asset is available for productive use as follows:

Site improvements	25 years
Buildings	10 to 125 years
Equipment	3 to 25 years
Fleet	7 to 25 years
Docks and wharfs	10 to 50 years
Roads and bridges	10 to 50 years
Water	15 to 75 years
Sewer	15 to 100 years
Other	5 to 75 years

For the year ended 31 December 2015 (in thousands of dollars)

#### 1 CASH

		2015	i	2014
Unrestricted	\$	14,534	\$	12,638
Restricted	Ψ	4,717	Ψ	3,726
	\$	19,251	\$	16,364

The City has a revolving demand facility to a maximum of \$5,000 by way of prime rate based loans bearing interest at prime less .75% and letters of credit bearing interest at 0.5% per annum. As at 31 December 2015, \$ - (2014 - \$ -) was drawn under this facility. This facility is unsecured. Availability is subject to financial criteria and is at the discretion of the bank.

#### 2. TEMPORARY INVESTMENTS

TEMI OR IN THE STATE OF THE STA			
	Market Value	2015	2014
Unrestricted Restricted	\$ 13,959 <b>\$</b>	13,959 \$ 1,927	12,724 1,889
Resulted	\$ 15,886 <b>\$</b>	15,886 \$	14,613

98% of the temporary investments are held in the One Fund - Public Sector Group of Funds. The investments are bond funds with rates of return between -1.69% and 1.94%.

#### 3. LONG TERM NOTE RECEIVABLE

LONG TERM NOTE RECEIVABLE		
	2015	2014
Loan receivable, Ontario Power Generation, repayable \$2 monthly including interest at		
5%, secured by leasehold improvements, matures 2020.	\$ 70	\$ 85

### 4. CITIZENS' PROSPERITY TRUST FUND INVESTMENTS

		2015	2014
Cash	\$	14 \$	S 14
Temporary Investments	32	2,811	32,504
	\$ 32	2,825 \$	32,518

The market value of the temporary investments is \$33,052 at the end of the year. The proceeds from the sale of the Kenora Municipal Telephone System, KMTS Mobility and KMTS Net were transferred to the Citizens' Prosperity Trust Fund in 2008. The purpose of the Fund is to safeguard the principal while using the related investment income to eliminate the negative impacts resulting from the loss of the annual dividends from the telephone operations.

25% of the temporary investments are held in the One Fund - Public Sector Group of Funds. The investments are held in bond funds with interest rates of 0.00%, 1.04% and 3.08%. The remaining investments are managed by Manulife Asset Management and held with RBC Dexia. The investments are held in various government and bank bonds and debentures. Interest rates range from 1.5% to 6.25%. These investments mature between 2016 and 2020.

Debentures receivable in the amount of \$6,860 have been eliminated on consolidation. These debentures are due from the City of Kenora and were used to finance a number of capital projects. The interest rate on these debentures is 3%. They mature between 2020 and 2030.

For the year ended 31 December 2015 (in thousands of dollars)

### 5. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE/PRIOR PERIOD RESTATEMENT

The Kenora Hydro Electric Corporation Ltd. is owned and controlled by the City of Kenora and as a business enterprise of the City, is accounted for on a modified equity basis in these consolidated financial statements. The following information provides condensed supplementary information for the enterprise for the year ended 31 December 2015.

i) Financial Position, Results of Operations and Changes in Net Assets

	7	2015	2014
			Restated
Current assets	\$	5,149 \$	4,931
Non-current assets		8,877	8,896
Regulatory deferral account debit balances and related deferred tax		32	87
Total assets and regulatory deferral account balances		14,058	13,914
Current liabilities		2,197	2,235
Non-current liabilities		2,296	2,190
Total Liabilities		4,493	4,425
Net Assets		9,565	9,489
Revenue	\$	15,018 \$	14,489
Expenses		14,642	14,094
Income from operating activities		376	395
Finance income		75	66
Finance cost		(144)	(139)
Income before provision for payment in lieu taxes		307	322
Provision for payments in lieu taxes		4	45
Profit for the year before net movements in regulatory deferral			
account balances		303	277
Net movement in regulatory deferral account balances related to profit			
or loss and the related deferred tax movement		(227)	115
Profit for the year and net movements in regulatory deferral account			
balances		76	392
Remeasurement of defined benefit plan, net of tax		-	(24)
Total comprehensive income for the year	\$	76 \$	368

For the year ended 31 December 2015 (in thousands of dollars)

#### 5. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE - continued

	2015	2014
		Restated
ii) Balances with other organizations		
Due from City of Kenora	\$ 899	\$ 852
iii) Transactions with other organizations		
Administration charges by City of Kenora	\$ 232	\$ 223
Interest charged to Kenora Hydro	92	92

Purchases from and sales to the City of Kenora and its business enterprise in the normal course of operations are recorded at amounts approximating those charged to unrelated parties and total approximately \$2.24 million in 2015 (2014 - \$2 million).

### iv) Prior period restatement

The 2014 Kenora Hydro Electric Corporation Ltd.'s numbers have been restated to reflect the adoption of the International Financial Reporting Standards (IFRS) as issued by the International Standards Board. IFRS 1, *First Time Adoption of International Financial Reporting Standards*, requires that comparative financial information be provided. As a result, the first date at which the Company has applied IFRS was January 1, 2014. IFRS 1 requires first-time adopters to retrospectively apply all effective IFRS standards as of the reporting date, which for the Company will be December 31, 2015.

The effect of this change in accounting framework on these consolidated statements is as follows: decrease in Accumulated surplus at December 31, 2013 by \$2 and at December 31, 2014 by \$22, decrease in Investment in government business enterprise at December 31, 2014 by \$22 and decrease in Net income from government business enterprise and Annual surplus for the year ending December 31, 2014 by \$19.

#### v) Contingent liability

Kenora Hydro Electric Corporation Ltd. did not meet certain targeted energy savings for the period 2011 to 2014 and as a result was not in compliance with Part VII of the Ontario Energy Board Act, 1998.

As at the date of these financial statements, no decision has been made by the Ontario Energy Board as to the impact of the breach of compliance. The result, if any, of any loss to the company will be recorded in the year determinable.

For the year ended 31 December 2015 (in thousands of dollars)

#### 6. DEFERRED REVENUE

								2015
		C	41141	1	Externally restricted	D		
	Opening balance	C	ontributions received	Ш	income	Revenue recognized	End	ling balance
Federal gas tax	\$ 742	\$	889	\$	9	\$ 35	\$	1,605
Dedicated gas tax	402		143		5	40		510
Miscellaneous transit funding	245		-		-	-		245
Roads deposits	48		-		-	-		48
Other deferred revenue	678		98		1	139		638
	\$ 2,115	\$	1,130	\$	15	\$ 214	\$	3,046

#### Federal gas tax

Gas tax revenue is provided by the Government of Canada. The use of funding is established by a funding agreement between the City and the Association of Municipalities of Ontario. Gas tax funding may be used towards designated public transit, water, wastewater, solid waste, community energy systems, roads and capacity building projects as specified in the funding agreements.

#### **Dedicated gas tax**

The Provincial Ministry of Transportation provided municipalities with \$.02 per litre of provincial gas tax to improve and expand transit. The funds can only be used to support municipal public transportation expenditures above a municipality's baseline spending.

### 7. ACCUMULATED SURPLUS

Accumulated surplus consists of individual fund surplus, reserves and reserve funds and internally restricted entities as follows:

	2015	5 2014
		Restate
		(Note 5
Current funds	\$ 298	\$ 525
Investment in tangible capital assets	150,049	149,084
Less: Capital assets to be financed by long term debt	(1,785)	) -
Government business enterprise	9,565	9,489
	158,127	159,098
Reserves and Reserve Funds		
Working capital	4,111	3,911
Contingencies	9,504	9,817
Capital expenditure purposes	13,483	11,457
Replacement of equipment	1,496	1,296
Museum	422	411
Cemetery Columbarium	138	118
Current expenditures purposes	1,236	933
Total Reserves and Reserve Funds	30,390	27,943
Internally Restricted Entity		
Citizens' Prosperity Trust Fund	34,964	34,706
ACCUMULATED SURPLUS	\$ 223,481	\$ 221,747

The investment in tangible capital assets represents amounts already spent and invested in infrastructure and other non-financial assets.

For the year ended 31 December 2015 (in thousands of dollars)

## 8. TANGIBLE CAPITAL ASSETS

														7	Work in	
			Si	te Improve-					Do	cks and	Roads and			Pro	ogress and	
		Land		ments	Buildings	Е	Equipment	Fleet	V	Vharfs	Bridges	Water	Sewer		Other	2015
Cost, beginning of year	\$	11,044	\$	6,131	\$ 31,950	\$	4,954	\$ 14,471	\$	1,768	\$ 102,355 \$	37,968	\$ 49,257	\$	6,622	\$ 266,520
Additions				172	1,791		370	789		232	1,694	504	852		1,219	7,623
Disposals/transfers				-	-			(369)		-	(262)		(29)		(68)	(728
Cost, end of year	\$	11,044	\$	6,303	\$ 33,741	\$	5,324	\$ 14,891	\$	2,000	\$ 103,787 \$	38,472	\$ 50,080	\$	7,773	\$ 273,415
Accumulated amortization	n,															
beginning of year	\$	-	\$	1,173	\$ 5,365	\$	3,300	\$ 7,514	\$	322	\$ 62,256 \$	13,290	\$ 20,252	\$	3,962	\$ 117,434
Amortization		-		243	767		374	829		67	2,476	561	804		258	6,379
Disposals		-		-	_			(311)		-	(118)		(18)			(447
Accumulated amortization	n,															
end of year	\$	-	\$	1,416	\$ 6,132	\$	3,674	\$ 8,032	\$	389	\$ 64,614 \$	13,851	\$ 21,038	\$	4,220	\$ 123,366
Net carrying amounts,																
end of year	\$	11,044	\$	4,887	\$ 27,609	\$	1,650	\$ 6,859	\$	1,611	\$ 39,173 \$	24,621	\$ 29,042	\$	3,553	\$ 150,049

For the year ended 31 December 2015 (in thousands of dollars)

#### 8. TANGIBLE CAPITAL ASSETS

															7	Work in	
			Si	te Improve-					Do	cks and					Pro	ogress and	
		Land		ments	Buildings	I	Equipment	Fleet	1	Vharfs	Ro	ads and Bridges	Water	Sewer		Other	2014
Cost, beginning of year	\$	11,043	\$	5,758	\$ 31,319	\$	4,649	\$ 13,954	\$	1,577	\$	96,181 \$	37,125	\$ 47,685	\$	6,025	\$ 255,316
Additions		44		373	630		318	695		191		6,213	919	1,724		1,213	12,320
Disposals/transfers		(44)		_	-		(13)	(178)		-		(39)	(76)	(152)		(616)	(1,118)
Cost, end of year	\$	11,043	\$	6,131	\$ 31,949	\$	4,954	\$ 14,471	\$	1,768	\$	102,355 \$	37,968	\$ 49,257	\$	6,622	\$ 266,518
Accumulated amortization	on,																
beginning of year	\$	-	\$	941	\$ 4,657	\$	2,926	\$ 6,802	\$	264	\$	59,877 \$	12,796	\$ 19,581	\$	3,792	\$ 111,636
Amortization		-		233	708		387	825		58		2,395	550	790		231	6,177
Disposals		-		_	-		(13)	(113)		-		(17)	(58)	(117)		(61)	(379)
Accumulated amortization	on,																
end of year	\$	-	\$	1,174	\$ 5,365	\$	3,300	\$ 7,514	\$	322	\$	62,255 \$	13,288	\$ 20,254	\$	3,962	\$ 117,434
Net carrying amounts,																	
end of year	\$	11,043	\$	4,957	\$ 26,584	\$	1,654	\$ 6,957	\$	1,446	\$	40,100 \$	24,680	\$ 29,003	\$	2,660	\$ 149,084

The net book value of tangible capital assets not being amortized because they are under construction (or development or have been removed from services) is \$495 (2014 - \$252). The Municipality holds various works of art and historical treasures pertaining to the Lake of the Woods Museum. These items are not recognized as tangible capital assets in the financial statements because a reasonable estimate of the future benefits associated with such property cannot be made.

For the year ended 31 December 2015 (in thousands of dollars)

### 9. OTHER INCOME

	2015	2014
Penalties and interest on taxation	\$ 286	\$ 281
Investment income	1,176	1,590
Donations	192	601
Miscellaneous	689	1,570
	\$ 2,343	\$ 4,042

#### 10. PENSION AGREEMENTS

The municipality and its employees contribute to the Ontario Municipal Employees Retirement System ("OMERS"), a jointly trusted pension plan. The Board of Trustees, representing plan members and employers, is jointly responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has approximately 278,000 active members and approximately 183,000 retired and other members.

Each year an independent actuary determines the Plan's funded status by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. On December 31, 2015, the estimated accrued pension obligation for all members (including survivors) of the Plan was \$81,924 million (2014 - \$76,924 million). The Plan had net assets available for benefits of \$77,245 million at the end of 2015 (2014 - \$72,096 million). The resulting funding deficit was \$5,259 million as at December 31, 2015 (2014 - \$5,307 million). The actuary does not attribute portions of the unfunded liability to individual employers. The Corporation of the City of Kenora paid \$942 for employer contributions to the plan in 2015 (2014 - \$983).

### 11. PUBLIC SECTOR SALARY DISCLOSURE

For 2015, the following employees were paid a salary, as defined in the Public Sector Salary Disclosure Act, 1996, of \$100 or more:

Name	Position	Salary	Taxable	<del>,</del>
-		Paid	Benefits	S
Karen Brown	Chief Administrative Officer	\$	162 \$	2
Sharen McDowall	Human Resources Manager	\$	120 \$	1
Richard Perchuk	Operations Manager	\$	132 \$	1
Warren Brinkman	Fire & Emergency Services Manager	\$	125 \$	1
Charlotte Edie	Treasurer	\$	110 \$	1
Colleen Neil	Recreation Manager	\$	116 \$	1
Marco Vogrig	Municipal Engineer	\$	108 \$	1
Fred Ralko	Captain, Firefighter	\$	109 \$	1
Larry Cottom	Captain, Firefighter	\$	105 \$	1
John Martin	Captain, Firefighter	\$	101 \$	1
Lauren D'Argis	Corporate Services Manager	\$	125 \$	1
Michael Mostow	Fleet Supervisor	\$	102 \$	1

For the year ended 31 December 2015 (in thousands of dollars)

#### 12. BUDGET

The Financial Plan (Budget) By-Law adopted by Council on 17 February 2015 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards now require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues is \$nil. In addition, the budget expensed all tangible capital expenditures rather than including amortization expense. As a result, the budget figures presented in the statements of operations and changes in net financial assets represent the Financial Plan adopted by Council on 17 February 2015 with adjustments as follows:

		2015
Financial plan (budget) by-law (deficit) for the year	\$	(115)
Add:		
Capital expenditures		11,709
Debt principal repayments		633
Less:		
Debenture financing of capital expenditures		(1,407)
Budgeted transfers from accumulated surplus		(3,424)
Amortization		(6,379)
Budget surplus per statement of operations	\$	1,017

### 13. COLLECTION OF TAXES ON BEHALF OF OTHER TAXATION AUTHORITIES

During the year, taxation revenue of \$5,097 (2014 - \$5,012) was raised and remitted to the school boards.

### 14. TRUST FUNDS

The trust funds administered by the municipality for the benefit of external parties have not been included in the statement of financial position nor have the operations been included in the statement of operations. At 31 December, the trust funds balances are as follows:

	2015	2014
Lake of the Woods Cemetery		
Land Fund	\$ 4	\$ 3
Perpetual Care Fund	574	554
Langford Estate	55	55
	\$ 633	\$ 612

### 15. EMPLOYEE FUTURE BENEFITS

The City of Kenora pays certain health and dental benefits on behalf of its retired employees. Active employees are also eligible to receive non-vesting sick leave benefits. The City recognizes post-employment and non-vesting sick leave costs in the period in which the employees rendered the services. The expense for the twelve months ended 31 December 2015 was \$131 (2014 - \$182), and the resulting future employee benefit liability was \$2,450 at 31 December 2015 (2014 - \$2,319).

The main assumptions employed for the calculation of employee future benefits are as follows:

1. Interest (Discount) Rate

The interest (discount) rate used for fiscal 31 December 2015 expense and accrued obligation is 3.5%.

2. Medical Costs

 $Medical\ costs\ were\ assumed\ to\ increase\ 7\%\ in\ 2015\ grading\ down\ by\ .25\%\ per\ annum\ to\ 5\%\ thereafter.$ 

3. Dental Costs

Dental costs were assumed to increase 4% per year.

4. Non-Vesting Sick Leave Costs

Salary rates were assumed to increase 1.7% per year to 2016 and 2.25% per year thereafter.

For the year ended 31 December 2015 (in thousands of dollars)

### 16. EMPLOYEE FUTURE BENEFITS PAYABLE

	2015	2014
Employee future benefits (Note 15)	\$ 2,450	\$ 2,319
Vested sick leave	108	110
Lieu time accrual	125	117
	\$ 2,683	\$ 2,546

#### 17. CONTINGENT LIABILITIES AND COMMITMENTS

At 31 December 2015, the Corporation of the City of Kenora has guaranteed bank indebtedness of the following: Kenora Golf and Country Club in the amount of \$347 (the maximum amount of the guarantee is \$650) and the Kenora Health Care Centre in the amount of \$6,445.

The Corporation of the City of Kenora's pro-rata share of the cumulative operating deficit of the District of Kenora Home for the Aged is \$1,961 for 2015 (2014 - \$2,250). The Home's management expects to recover this deficit from projected future operating surpluses. A billing to municipalities for their respective share of the deficit is not anticipated.

The Corporation of the City of Kenora has several claims and possible claims pending against it. The outcome of these claims is not yet determined and no amounts have been recorded in the accounts relating to these claims and possible claims. There is an assessment review board appeal by a shopping mall owner that goes back to 2013. The outcome of this review process has not yet been determined and the effect, if any, will be recorded in the year the amounts are determined.

### 18. LANDFILL CLOSURE AND POST-CLOSURE LIABILITIES

The Ontario Environmental Protection Act sets out regulatory requirements for the closure and maintenance of landfill sites. Under this Act, the City is required to provide for closure and post-closure care of solid waste landfill sites. The costs related to these obligations are provided over the estimated remaining life of active landfill sites based upon usage.

The City has one inactive landfill site. It has previously incurred all costs relating to the closure and retains responsibility for all costs relating to post-closure care which are recorded annually as they are incurred.

The City maintains one active landfill site which has an estimated remaining useful life of approximately 40 years. Based on an environmental assessment performed by consultants \$37 has been accrued relating to the closure and post-closure care for this landfill site at December 31, 2015.

## 19. SUBSEQUENT EVENTS

On August 22, 2016 the City settled negotiations with the firefighters' union related to their collective agreement commencing January 1, 2014. The cumulative affect of the settlement to December 31, 2015 of \$78 will be recorded as an expense in 2016.

For the year ended 31 December 2015 (in thousands of dollars)

#### 20. SEGMENTED INFORMATION

The City of Kenora is a diversified municipal government institution that provides a wide range of services to its citizens, including fire, public transit, solid waste, sewer and water and recreation. For management reporting purposes the City's operations and activities are organized and reported by Segment. Segments were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

City services are provided by departments and their activities are reported in these functions. Certain departments that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

#### General Government

General government encompasses all the City's administration including Council, the Administrator's office, finance and administration and human resources.

### **Protection to Persons and Property**

This segment encompasses police services, fire services and by-law enforcement. The fire department is responsible to provide fire suppression service; fire prevention programs; training and education related to prevention, detection or extinguishment of fires. The by-law department is responsible for animal control and for enforcing by-laws passed by council. The building inspectors ensure an acceptable quality of building construction and maintenance of properties through enforcement of construction codes, building standards and by-laws.

### **Transportation Services**

Transportation services are the responsibility of the public works department. This department delivers municipal public works services related to the planning, development and maintenance of roadway systems, transit, docks, wharfs and street lighting.

#### **Environmental Services**

The environmental services segment consists of three areas - water, wastewater and solid waste. The department provides drinking water and treats wastewater to a portion of the City. It also provides collection, disposal and waste minimization programs and facilities for solid waste.

#### **Health Services**

Health services includes contributions to the Northwestern Health Unit, the Kenora District Services Board for ambulance services and to the Lake of the Woods Cemetery.

for the year ended 31 December 2015 (in thousands of dollars)

### **20. SEGMENTED INFORMATION (continued)**

### Social and Family Services

The social and family services segment provides Ontario Works services, day care services and includes contributions to the District of Kenora Home for the Aged and to the Kenora District Services Board for social housing.

### **Recreation and Cultural Services**

Recreation and cultural services is responsible for the maintenance of parks and open space. Also included in this segment are the Kenora Recreation Centre (ice surface, swimming pools and workout facilities) and the Keewatin Memorial Arena (ice surface). The operations of the Kenora Library and the Lake of the Woods Museum are also in this segment.

#### **Planning and Development**

The planning and development segment includes planning, economic development and tourism. It provides services for the approval of all land development plans and the application and enforcement of zoning by-laws.

In addition, as noted in significant accounting policies, these financial statements consolidate the revenue and expenses of various entities. These entities have been separately disclosed in the segmented information which follows.

# THE CORPORATION OF THE CITY OF KENORA SCHEDULE OF CONSOLIDATED SEGMENT DISCLOSURE BY FUNCTION

For the year ended 31 December 2015

(in thousands of dollars)

	G	eneral	Protection to	Transportat	ion	Environmental		Health	9	Social and	Recreation	Pla	anning and	Eliminations	2015
	Gov	ernment	Persons and	Services	Services		Services			Family	and Cultural	De	evelopment		Total
			Property							Services	Services				
Revenues															
Taxation	\$	2,833	\$ 7,056	\$ 5,0	30	\$ 332	\$	1,439	\$	2,682	\$ 3,179	\$	883	\$ -	\$ 23,434
Fees and user charges		206	652	8	99	9,543		155		· -	1,325		263	_	13,043
Government grants		593	1,810	1,2	75	780		456		539	1,672		653	(1,125)	6,653
Net government business enterprise earnings		76	-		_	_		_		_	· -		_		76
Other		814	318	2	27	349		69		121	242		203	_	2,343
		4,522	9,836	7,4	31	11,004		2,119		3,342	6,418		2,002	(1,125)	45,549
Expenses															
Salaries and benefits		2,069	2,245	2,7	48	3,164		208		-	3,017		826	-	14,277
Materials and supplies		1,081	7,205	2,1	90	4,681		85		-	1,995		647	-	17,884
External transfer		-	-		78			1,854		3,435	1,033		_	(1,125)	5,275
Amortization		149	382	3,3	66	1,736		15		-	561		170	-	6,379
		3,299	9,832	8,3	82	9,581		2,162		3,435	6,606		1,643	(1,125)	43,815
Net surplus (deficit)	\$	1,223	\$ 4	\$ (9	51)	\$ 1,423	\$	(43)	\$	(93)	\$ (188	) \$	359	\$ -	\$ 1,734

	G	eneral	Protection to	Transportation	Environmental	Health	Social and	Recreation	Planning and	Eliminations	2014
	Gov	ernment	Persons and	Services	Services	Services	Family	and Cultural	Development		Total
			Property				Services	Services			
Revenues											
Taxation	\$	2,556	\$ 7,124	\$ 4,889	\$ 377	\$ 1,545	\$ 2,564	\$ 3,039	\$ 936	\$ - \$	23,030
Fees and user charges		225	548	858	8,595	139	-	1,404	260	-	12,029
Government grants		615	1,952	5,612	1,339	509	568	1,656	465	(1,019)	11,697
Net government business enterprise earnings		368		-	-	-	-	-	-	-	368
Other		1,132	654	1,007	383	143	235	352	136	-	4,042
		4,896	10,278	12,366	10,694	2,336	3,367	6,451	1,797	(1,019)	51,166
Expenses											
Salaries and benefits		2,356	2,208	2,748	3,204	181	-	3,042	767	-	14,506
Materials and supplies		593	7,468	2,076	4,828	60	-	1,863	660	-	17,548
External transfer		-	-	78	-	2,008	3,348	1,003	-	(1,019)	5,418
Amortization		156	391	3,233	1,702	17	-	518	160	-	6,177
		3,105	10,067	8,135	9,734	2,266	3,348	6,426	1,587	(1,019)	43,649
Net surplus (deficit)	\$	1,791	\$ 211	\$ 4,231	\$ 960	\$ 70	\$ 19	\$ 25	\$ 210	\$ - \$	7,517

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. Taxation, payments-in-lieu of taxes, certain government grants and interest income have been apportioned based on a percentage of budgeted expenses.

# THE CORPORATION OF THE CITY OF KENORA SCHEDULE OF CONSOLIDATED SEGMENT DISCLOSURE BY ENTITY

For the year ended 31 December 2015 (in thousands of dollars)

	City	Lake of the Woods Museum		Kenora Public Library	Provincial Offences	LOW velopment orporation	2015 Total
Revenues							
Taxation	\$ 23,434	\$ -	\$	-	\$ -	\$ -	\$ 23,434
Fees and user charges	12,304	91		39	455	154	13,043
Government grants	6,518	29		82	-	24	6,653
Net government business enterprise earnings	76	-		-	-	-	76
Other	2,268	22		30	-	23	2,343
	44,600	142		151	455	201	45,549
Expenses							
Salaries and benefits	13,359	281		501	136	-	14,277
Materials and supplies	17,191	147		170	99	277	17,884
External transfer	6,233	(267)		(615)	-	(76)	5,275
Amortization	6,312	-		67	-	-	6,379
	43,095	161	7	123	235	201	43,815
Net surplus (deficit)	\$ 1,505	\$ (19)	\$	28	\$ 220	\$ -	\$ 1,734

	City	Lake of the Woods Museum		Kenora Public Library	Provincial Offences	LOW Development Corporation	2014 Total
Revenues							
Taxation	\$ 23,030	_		_	_	_	\$ 23,030
Fees and user charges	11,359	\$ 105	\$	38 \$	392	\$ 135	12,029
Government grants	11,542	29	-	45	-	81	11,697
Net government business enterprise earnings	368			-	_	-	368
Other	3,970	32		23	-	17	4,042
	50,269	166		106	392	233	51,166
Expenses							
Salaries and benefits	13,618	266		478	121	23	14,506
Materials and supplies	16,824	170		147	109	298	17,548
External transfer	6,326	(247)	)	(605)	-	(56)	5,418
Amortization	6,109	-		68	-	-	6,177
	42,877	189		88	230	265	43,649
Net surplus (deficit)	\$ 7,392	\$ (23)	\$	18 \$	5 162	\$ (32)	\$ 7,517

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. Taxation, payments-in-lieu of taxes, certain government grants and interest income have been apportioned based on a percentage of budgeted expenses.



September 23, 2016

# City Council Committee Report

To: Mayor and Council

Fr: Charlotte Edie, Treasurer

Re: August 2016 Monthly Financial Statements

#### Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at August 31, 2016.

## Background:

Attached for your information, please find the August 2016 summary expense and user fee statements for the City of Kenora and the Council department. At the end of August, the year is 8/12 complete, so not including any seasonality or timing, there should be 33% of the budget remaining.

### Overall:

- Expenses at the end of August 2016 were slightly better than budget with 37% remaining to be spent.
- User fee revenues to the end of August 2016 are marginally under budget with 37% left to collect. They are, however, \$644k above this time last year. Also as a comparison, at this time last year, we also had 37% to collect.

## **Expenditures:**

• <u>General Government</u> - The General Government expenses to date are slightly over budget.

**Council** travel is over budget with only 19% remaining for the year.

The **City Clerk** department has legal fees at three times the annual budget due to unforeseen legal issues and Freedom of Information requests.

**Administrator's Office** contracted services have over spent the annual budget. This is due to recruitment costs, spent in accordance with the City recruitment policy. These costs will be offset from the City's contingency reserve. Recruitment costs are still being incurred.

**Finance** contracted services are overstated by \$24k as a result of a misclassification of special project funding. The adjustment has not be reflected in these statements. Bank charges are over budget as a result of increased credit card service charges and US exchange costs. Otherwise costs are within or under budget.

**IT** is on budget despite the purchase of a 3-year license for cameras when the budget only anticipated a 1-year license. The 3-year license was more economical in the long run. Also, there is an unanticipated surveillance camera at the request of the OPP.

**Rental Building** expenses are also over budget with only 28% remaining to be spent. As a rule recovery billings are usually one month behind.

- <u>Protection</u> The Protection Department expenses to date are on budget.

  Fire Department wages are slightly over budget due to an increase in fire calls and an increase in the use of overtime to cover Health & Safety meetings. Building repairs are over budget to August as a result of door, A/C and exhaust fan repairs.

  Facility Vehicles show a net recovery. Recoveries were either not budgeted or had small budgets.
- <u>Transportation</u> The Transportation Department expenses to date are under budget with 42% remaining to be spent.

**Loosetop Road** expenditures are over budget with only 9% of the budget remaining. The Roads Supervisor has indicated that this is due to seasonality of these expenditures and that the department will be in line with the budget by the end of the year.

**Winter control** expenses are in line with the budget with 34% remaining to be spent.

**Safety devices** are 8% over budget due to the line painting spending. At the end of August expenses were right up to budget. An additional \$15k was spent in September. Other areas in this department are under budget.

**Parking rentals** are over budget only because utilities were not budgeted in 2016. To date utilities are over \$2,200. These will be budgeted in 2017.

Streetlighting utilities expense is under budget.

Wharfs expenses are approaching budget due to taxes exceeding budget by \$2k.

**Barsky Facility** expenses are over budget due to internal charges for wages as employees completed projects on the building. Benefits now follow allocated pay and were not budgeted for in 2016. Also rental of own equipment is over budget.

**Operations Administration** expenses are over budget due the overlap of the manager position.

- <u>Environmental</u> The Environmental Department expenditures are overall better than budget with 39% of the budget available to spend in 2016.
  - **Sewer Lift Station** expenses are over budget due to an emergency pump purchase for the 8<sup>th</sup> Ave S and Laurenson Creek station. This will be offset by a release from reserves at year end. Also there were extensive repairs at the Sultana and Gov't Road locations.
  - **Storm Sewer** expenditures are over budget with only 17% of the budget remaining. Benefits now follow allocated pay and were not budgeted for in 2016. Rental of own equipment used in repairs is also over budget.
- <u>Recreation & Cultural</u> Overall Recreation & Cultural expenses are slightly better than budget with 38% remaining to be spent. The departments that involve outdoor recreation are over budget however these expenses should now be slowing down.

**Keewatin Arena** expense are over budget due to benefits now following allocated pay. As a result KRC benefits are under budget. Also R&M are over budget due to the purchase of a white puckboard for \$8.5k.

• <u>Planning & Development</u> – Planning & Development expenses are marginally over budget with only 32% remaining to be spent.

A portion of the overage is in **planning operations** and is due to a retirement.

#### **User Fees:**

- Overall, user fees are below budget projections with 37% of the budget still to be collected.
- Protection to Persons and Property

**Provincial Offences** is now being recorded. Waiting for info from participating municipalities.

**OPP** are under budget due to a lag in reporting from the OPP.

## • <u>Transportation</u>

**Barsky Facility** budget is overstated because it includes work order billings that are going through Garage & Shop.

Garage & Shop revenues are under budget due to a month's lag in billings.

### • Environmental Services

Jones Road Landfill user fees are better than budget. The budget has already been surpassed. This increase is due to additional demolition material and the change in charging for hog fuel.

## • Recreation & Cultural

Anicinabe Park\_a final rental charge of \$13,000 will be billed in October.

Thistle Arena and KMA revenue is earned seasonally therefore difference will decrease.

## Strategic Plan or other Guiding Document:

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



## **September 19, 2016**

# City Council Committee Report

To: Mayor & Council

Fr: Heather Kasprick, City Clerk

Re: 2017 Council Meeting Calendar

### Recommendation:

That Council hereby accepts the 2017 Council meeting calendar as presented.

## Background:

In 2016 the meeting calendar reflected some of the suggestions made by George Cuff in his governance report. It included the suggestion of having a two week period between Committee of the Whole (Governance & Priorities) and Council. The intent of this delay was to allow for a longer period for more public feedback to Council and for staff to provide Council with further details on specific items if requested. Over the 2016 meeting schedule, there were a few months where the two week block is not possible for various reasons primarily due to conferences.

It is time for Council to consider the 2017 Council calendar and provide feedback to the new structure. There are pro's and con's to the new structure/format for a meeting series. While the new format which allows for a week in between meetings and can provide staff more time for details to pending items, it also poses challenges with scheduling. From an administrative perspective, the Council "process" for the Clerk's/CAO office is never completed as just when a meeting is finished, staff are required to have their reports ready the following week for the agenda preparation to begin again the following week. From a Council perspective, some members feel that the week in between makes it challenging to schedule other personal matters as there is not two full open weeks at a time. It is therefore recommended that we return to meetings the second and third Tuesdays of the month, except in months where there are conflicts with scheduling of recurring conferences. A proposed 2017 meeting schedule is attached for your consideration and suggestions.

Budget: N/A

**Communication Plan/Notice By-law Requirements**: Council meeting schedule will be posted on the portal, internal and external tv's, email circulation and publicly posted

Strategic Plan or other Guiding Document: Administrative

		Ja	nuary 20	17		
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
New Year's day						
8	9	9:00 a.m. Committee of the Whole	11	12	13	14
15	16	17 12:00 noon Council	18	19	20	21
22	23	24	25	26	27	28
29 ROMA Conference - Toronto	30 ROMA Conference - Toronto	31 ROMA Conference - Toronto				

	February 2017											
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday						
			1	2	3	4						
5	6	7	8	9	10	11						
12	13	9:00 a.m. Committee of the Whole	15	16	17	18						
19	20 Family Day	21 12:00 noon Council	22	23	24	25						
26 OGRA Conference Toronto	27 OGRA Conference Toronto	28 OGRA Conference Toronto										

	March 2017											
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday						
			1 OGRA Conference Toronto	2	3	4						
5	6	7	8	9	10	11						
12	13	9:00 a.m. Committee of the Whole	15	16	17	18						
19	20	21 12:00 noon Council	22	23	24	25						
26	27	28	29	30	31							

			April 2017	7		
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	9:00 a.m. Committee of the Whole	12	13	14 Good Friday	15
16 Easter Sunday	17 Easter Monday	18 12:00 noon Council	19	20	21	22
23	24	25	26 NOMA Annual Conference & AGM	27 NOMA Annual Conference & AGM	28 NOMA Annual Conference & AGM	29
30						

	May 2017					
Sunday	Monday	Tuesday	Wednesday		Friday	Saturday
	1 LOWDPOA Show - Winnipeg	2	3	4	5	6
7	8	9:00 a.m. Committee of the Whole	10	11	12	13
14 Mother's Day	15	16 12:00 noon Council	17	18	19	20
21	22 Victoria Day	23	24	25	26	27
28	29	30	31			

	June 2017					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				FCM Ottawa	FCM Ottawa	FCM Ottawa
4	5	6	7	8	9	10
FCM Ottawa						
11	12	9:00 a.m. Committee of the Whole	14	15	16	17
18	19	20 12:00 noon	21	22	23	24
Father's Day		Council	Aboriginal Day			
25	26	27	28	29	30	

	July 2017					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
						Canada Day
2	3	4	5	6	7	8
9	10	9:00 a.m. Committee of the Whole	12	13	14	15
16	17	18 12:00 noon Council	19	20	21	22
23	24	25	26	27	28	29
30	31					

	August 2017					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7 Civic Holiday	9:00 a.m. Committee of the Whole	9	10	11	12
13 AMO Conference Ottawa	14 AMO Conference Ottawa	15 AMO Conference Ottawa	16 AMO Conference Ottawa	17	18	19
20	21	22 12:00 noon Council	23	24	25	26
27	28	29	30	31		

	September 2017					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 Labor Day	5 9:00 a.m. Committee of the Whole	6	7	8	9
10	11	12 12:00 noon Council	13	14	15	16
17	18	19	20 NOMA Conference Thunder Bay	21 NOMA Conference Thunder Bay	NOMA Conference Thunder Bay	23
24	25	26	27	28	29	30

	October 2017					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	<b>9</b> Thanksgiving	9:00 a.m. Committee of the Whole	11	12	13	14
15	16	17 12:00 noon Council	18	19	20	21
22	23	24	25	26	27	28
29	30	31 Halloween				

	November 2017					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11 Remembrance Day
12	13	9:00 a.m. Committee of the Whole	15	16	17	18
19	20	21 12:00 noon Council	22	23	24	25
26	27	28	29	30		

	December 2017					
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5 9:00 a.m. Committee of the Whole	6	7	8	9
10	11	12 12:00 noon Council	13	14	15	16
17	18	19	20	21	22	23
24	25 Christmas Day	26 Boxing Day	27	28	29	30
31						



## September 23, 2016

# City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects and Research Officer

Bruce Graham, Risk Management and Prevention Officer

Re: Enterprise Risk Management Policy

#### Recommendation:

That Council approves a new Enterprise Risk Management Policy; and further

That Council gives three readings to a by-law to amend the City Comprehensive Policy Manual for this purpose.

## Background:

The purpose of this policy is to formalize a risk appetite for the Corporation and a method to identify, analyze and treat risks being reported to Council. Staff view this as a first step in the development of a mature Enterprise Risk Management (ERM) program at the City. As a recommendation in the 2015 organizational review, ERM is a process by which the City can proactively monitor and address risks facing the organization. Under a mature ERM program, not only are risks that produce negative results considered, but those may also have a positive impact. To provide cost-effective municipal services, the City cannot simply avoid all perceived risks, but rather, it must embrace a culture of 'risk optimization.' This includes clear lines of accountability and communication regarding identified risks and an approach that is connected to strategic goals.

Other municipalities such as Burlington, Vaughan, Windsor and Winnipeg have all implemented ERM with varying levels of success. Based on discussions with these municipalities, there were a number of challenges in building an ERM program including staff/council buy-in and integration across departments. After considering these lessons learned and consulting with the Senior Management Team, it was decided that a staged approach was necessary.

In conjunction with the Risk Management and Loss Prevention Officer, a training plan for supervisory staff will be rolled-out to build familiarity with ERM and how to complete the new committee report and treatment plan templates. To ensure staff has a firm understanding of this process, this policy will not go into effect until January 2017.

More information related to the resources that support an effective ERM program can be found in the attached ERM Framework. It is intended to act only as guide in the delivery of a mature ERM program and along with this policy, will be treated as a living document. Once proficient with the new Council reporting process, staff will work to implement a risk toolkit and governance structure as outlined within the Framework.

## **Budget:**

\$40,000 has been allocated towards ERM implementation in 2016 and the remaining amount will be carried over into 2017.

## Communication Plan/Notice By-law Requirements:

Bylaw required for Policy addition

## **Strategic Plan or other Guiding Document:**

2015 Organization Review Report

## 2015-2020 Strategic Plan

3-1 The City will review and implement as appropriate the recommendations as contained within the City's organizational review and approved by Council



SECTION	DATE	Approved by	PAGE	OF
Human Resources	October 18, 2016	By-law Number: -2016	1	6
SUBSECTION	Supersedes By-	POLICY	NO.	
Risk Management			HR-2-25	

## 1. Purpose

The City of Kenora shall design, implement, and maintain an effective, Enterprise Risk Management (ERM) program that will lead to the following outcomes:

- a. Enhanced decision making
- b. Achievement of strategic objectives
- c. Strengthened accountability
- d. Improved risk communication
- e. Build managerial consensus
- f. Obtain stakeholder acceptance.

# 2. Scope

This policy applies to City Council and all City departments.

## 3. Definitions

**Enterprise Risk Management (ERM):** The coordinated activities to direct and control risks within an organization. This includes assessing risks, communicating risks, assigning responsibility for risks, identifying mitigating strategies to avoid or pursue risk, planning risk response strategies for reacting when risk occurs and reviewing and improving risk management based on lessons learned from risk experience.

POLICY NO.	PAGE	OF
	2	6

**ERM Framework**: The suite of policies, procedures and tools that support Enterprise Risk Management within the Corporation.

**ERM Policy:** Statement of overall intentions and direction of the Corporation related to Enterprise Risk Management.

**Residual Risk:** It is the risk remaining after treatment.

**Risks**: The likelihood that there will be a positive or negative deviation from the expected objective. Risk is inherent in any business venture. Risks can be threats or opportunities and are measured by likelihood of occurrence and the impacts should they occur. Risks will be classified as low, moderate, high or critical.

**Risk Appetite**: Amount and type of risk that the Corporation is prepared to pursue, retain, or take.

**Risk Categories:** A comprehensive and common set of risks that are used within the Region, and are categorized by governance activity.

**Risk Owner:** Person or entity with the accountability and authority to manage a risk.

**Risk Tolerance**: The Corporation's readiness to bear the risk after risk treatment in order to achieve objectives

## 4. Policy

Risk management and to a broader degree, ERM, is based on the assumption that all organizations are exposed to risk in the environment in which they operate. The purpose of risk management is not to manage all risks but to consider key risks that can significantly impact the achievement of objectives and outcomes and the plans in place or that need to be in place to manage them.

POLICY NO.	PAGE	OF
	3	6

Implementation of an ERM program at the City of Kenora will emphasize continuous improvement and be embedded into existing decision-making strategies, corporate planning, budgeting, and departmental services. However, it will take time to develop a fully mature program and the approach will be adaptive to the risk environment of the City.

- **4.1** Risk assessments will be guided by the ERM process as shown in the ERM Framework.
- **4.2** Both the ERM Policy and Framework are intended to be living documents and updated according to the City's changing risk environment.
- **4.3** As the first step in developing a mature ERM program, the City will work to ensure all council reporting includes a risk analysis component.
- **4.4** All information relating to significant and critical risks will be documented and given a treatment according to the committee report and treatment plan templates found in the ERM Framework.
- **4.5** The City will commit to ensuring that proper training is delivered to staff involved in the identification, analysis, evaluation and treatment of risks facing the Corporation.
- **4.6** All tools used to manage the ERM process will be accessible to risk owners via the City's IT systems.
- **4.7** Implementation of ERM and the achievement of desired outcomes will be monitored according to defined performance measures.

## 5. Risk Appetite

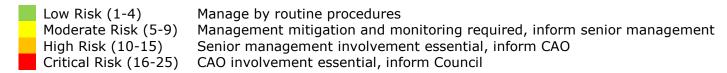
The Risk Response Matrix below illustrates the recommended risk appetite of the Corporation. Those risks that are determined to have a low or moderate impact will be managed based on internal controls whereas those that are high or critical will be escalated accordingly. Risk assessments are based on the following calculation:

POLICY NO.	PAGE	OF
	4	6

## Impact x Likelihood = Risk Level

Likelihood	Impact				
	Insignificant	Minor	Moderate	Major	Extreme
	(1)	(2)	(3)	(4)	(5)
Almost					
Certain	M	Н	Н	C	С
(5)					
Likely					
(4)	L	M	Н	С	C
Possible					
(3)	L	M	М	Н	Н
Liniikalsk					
Unlikely	L		M	М	н
(2)	_	_	IVI	IVI	_
Rare					
(1)	L	1	м	М	М
(-)					

## Legend



### 6. Performance Measures

## **Enhanced Decision Making:**

- Percentage of committee reports completed by Risk Owners
- Training record for Risk Owners

## <u>Improved Ability to Meet Strategic Goals:</u>

• Number of risks treated in relation to pursuing Strategic Actions

# **Enterprise Risk Management Policy**

POLICY NO.	PAGE	OF
	5	6

# <u>Increased Management Accountability</u>

 Percentage of treatment plans completed by Risk Owners vs. Senior Managers

# Improved Risk Communication

 Percentage of Committee Reports with risk analysis section fully compete (identification, analysis, treatment)

# Management Consensus

• Number of Risk Owners and Senior Managers that consider risks (threats and opportunities) in their programming.

# Stakeholder Acceptance

 Percentage of Senior Managers and Risk Owners that find ERM is having a positive impact in their programming.

# 7. Responsibilities

#### Council:

- Approve and authorize an Enterprise Risk Management Policy.
- Understand the significant risks to which the organization is exposed.
- Sets the risk appetite for the Corporation in delivering its strategy and operations, programs and services.

# Senior Management Team:

- Provide leadership on risk management and assign departmental risk roles within the context of organizational governance.
- Provide direction on risk management and ensure the level of risk accepted by the City is in line with Council's risk appetite level.
- Provide direction for significant and critical risks elevated to the Senior Management Team and refer to Council
- Ensure a supportive learning environment that encourages effective risk management, appropriate risk taking and communication.

# **Enterprise Risk Management Policy**

POLICY NO.	PAGE	OF
	6	6

 Communicate the value of ERM including the importance of understanding this discipline to deal with uncertainty in decisionmaking.

# Risk Management and Prevention Officer:

Provide training on the ERM Framework & its processes.

# Special Projects and Research Officer:

- Support training and development through the preparation of risk materials.
- Evaluate ERM program according to defined performance measures.

# Senior Managers

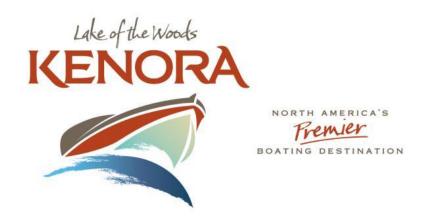
- Understand and follow the ERM process.
- Monitor changes to the department's risk environment and the implementation of treatment plans.

# Risk Owners

- Identify and analyze risks to be considered in reports to Council.
- Recommend a risk tolerance level for a risk through consultation with relevant stakeholders.
- Develop and manage risk treatment plans to manage significant & critical risks.
- Monitor changes of risks and the implementation of treatment plans.

#### **Effective Date:**

January 1<sup>st</sup>, 2017



# The City of Kenora Enterprise Risk Management (ERM) Framework

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# **Appendices**

- 1. Appendix I: ERM Jurisdictional Scan
- 2. Appendix II: New Committee Report Template
- 3. Appendix III: New Treatment Plan Template

# City of Kenora ERM Strategy

As a recommendation in the organizational review report, the development of an ERM program at the City of Kenora is a strategy to help support the delivery of cost-effective municipal services. By optimizing the way risks are taken, the City is better positioned to achieve its strategic goals and priorities.

The City of Kenora ERM Framework document provides processes and tools to identify and manage risks faced by the Corporation. The framework establishes the structure needed to carry out the ERM process. It is intended to be a living document that complements an ERM Policy which establishes the risk appetite of the municipality and formalizes the processes and tools outlined below.

# Introduction to ERM

Enterprise Risk Management (ERM) is a systemic approach to managing both the threats and opportunities that arise from uncertainty facing an organization. Unlike traditional risk management which focuses on accidental losses or insurable risk, ERM is intertwined with all aspects of an organization's management, including strategic, financial, operational and other risks. In a municipal context, ERM provides opportunities for municipalities to achieve a holistic view of potential events that could affect the achievement of objectives.

Based on results from an environmental scan of various municipalities and risk experts, successful implementation of ERM in the municipal sector involves adapting the system to fit the culture of the corporation, gaining buy-in from senior staff and Council and keeping the process simple. Adapting ERM to the culture of the corporation requires linkages to existing business processes, priorities and goals. However, as much as ERM is about fitting into the organization's culture, it is also about changing it from managing risk in isolation and through departmental silos, to a collaborative approach that is built on horizontal governance.

Another key element in developing a mature ERM program involves a sustained commitment from senior management and Council to truly succeed. Implementing the controls and processes associated with ERM takes time and the likelihood of success is improved by Council and senior managers communicating its benefits and allocating the necessary resources. They also have a critical role in monitoring the ERM process to determine if it is providing value and meeting organizational objectives.<sup>2</sup>

<sup>&</sup>lt;sup>1</sup> Louisot and Ketcham, *Enterprise-Wide Risk Management: Developing and Implementing,* (The Institutes: Pennsylvania, 2010)

<sup>&</sup>lt;sup>2</sup> Paul Wallis, "Enterprise Risk Management: A Value-Added Proposition" AMCTO Policy and Management Briefs 3: 2015

Lastly, ERM implementation should be based on the critical risks that are identified and relevant to staff and Council. While most ERM frameworks abide by similar principles, their development can be approached in a variety of ways. This could range from a robust committee structure that is underpinned by a corporate policy to an administrative standard that articulates risk techniques to be practiced by staff.

# Risk Management Principles<sup>3</sup>

In creating an effective ERM framework and policy at the City of Kenora, the following principles will be emphasized. They are adapted from ISO 31000's risk management guidelines and are integral to any risk management strategy:

# a) Risk management creates and protects value

Risk management contributes to the achievement of objectives and performance improvement. Examples include: human health and safety, security, legislative compliance, environmental protection, program/process quality, project management, operational efficiency, governance and reputation.

# b) Risk management is part of and supports all organizational processes

Risk management is not a stand-alone activity that is separate from the main activities and processes of the organization. Risk management is part of the responsibilities of management and supports all organizational processes, including strategic planning, operational and all project and change management processes.

# c) Risk management is part of decision making

Risk management helps decision makers make informed choices, prioritize actions and distinguish among alternative courses of action.

# d) Risk management addresses uncertainty and potential impacts

Risk management recognizes uncertainty, the nature of that uncertainty, the potential impacts and how they can be addressed.

# e) Risk management is consistent

Risk management is consistent and contributes to efficient, comparable and reliable results.

<sup>&</sup>lt;sup>3</sup> Canadian Standards Association, *Implementation guide to CAN/CSA-ISO 31000, Risk management—Principles and guideline,* 2013

# f) Risk management is based on the best available information.

Inputs to the process of managing risk are based on information sources such as historical data, experience, stakeholder feedback, observation, forecasts and expert judgment. However, decision makers should inform themselves of, and should take into account, any limitations of the data or modeling used or the possibility of divergence among experts.

# g) Risk management is tailored

Risk management is aligned with the organization's external and internal context and risk profile.

# h) Risk management takes human and cultural factors into account

Risk management recognizes the capabilities, perceptions and intentions of external and internal people that can facilitate or hinder achievement of the organization's objectives.

# i) Risk management is transparent and inclusive

Appropriate and timely involvement of stakeholders and, in particular, decision makers at all levels of the organization, ensures that risk management remains relevant and upto-date. Involvement also allows stakeholders to be properly represented and to have their views taken into account in determining risk criteria.

# j) Risk management is dynamic, iterative and responsive to change

Risk management continually senses and responds to change. As external and internal events occur, context and knowledge change, monitoring and review of risks take place, new risks emerge, some change, and others disappear.

# k) Risk management supports continuous improvement

Organizations should develop and implement strategies to improve their risk management process and practices alongside all other aspects of their organization.

# Traditional Risk Management vs. ERM<sup>4</sup>

	Traditional Risk	ERM
	Management	
Risk Defined	-Operational Risk -Pure Risk—only loss, no gain -Perils only -Threats only -Cost of risk containment	-All risks -Risks that can produce positive or negative results -Events -Threats and opportunities -Creating value while adhering to values
Risk Linked to Strategy	-Rewards both activities and results	-Links rewards to results and results to strategic needs -Risk management is aligned with strategy -Optimize risk taking -Preserving value; adding value
Common Language	-Uses insurance industry terms and jargon	-Uses a common language developed by standards making organizations and government agencies
Elements of a Risk Culture	-Traditional risk manager with no linkages to corporate strategy other than operational risk	-Risk centers with risk owners -While ERM is a process, project management techniques can be used in the initial implementation of ERM -Communication and consultation -Understanding and changing risk perception throughout the enterprise -Audit and self-assessment -Portfolio approach to risk -Stakeholder involvement in the process
Exposure Spaces	-Management of perils— pure risk—loss only	-Exposure to any conceivable event or fact and resulting impact positively or negatively—variation from the expected.

<sup>&</sup>lt;sup>4</sup> Louisot and Ketcham, *Enterprise-Wide Risk Management: Developing and Implementing,* (The Institutes: Pennsylvania, 2010)

# Expected Outcomes<sup>5</sup>

# **Enhanced Decision Making**

An ERM approach allows an organization to systematically explore new opportunities to generate efficiencies while it manages threats that stem from internal and external contexts. It does so by focusing on managing all of an organization's high or critical risks—its threats as well as its opportunities—in a manner that optimizes its value.

ERM provides a means for an organization to identify and select among alternative risk responses. Rather than consolidating risk management responsibility at the senior management level (which slows the decision-making process and sacrifices potential corporate advantages to organizational gridlock), ERM enhances the decision-making process by giving all decision makers in the organization access to its total risk picture.

When threats and opportunities are understood and risk taking is optimized strategically, supervisors may make better decisions, which in turn builds their confidence for decisions on future projects.

# **Improved Ability to Meet Strategic Goals**

ERM provides for organization-wide involvement in the strategic formulation and decision-making process. This process examines factors in the internal and external environments to identify risks that would impede growth and achievement of established goals.

# **Increased Management Accountability**

While the ERM process is represented at the highest level with the CAO, those closest to a particular risk are in the best position to evaluate and manage it. Each Senior Manager is ultimately responsible and accountable for risks within his/her department. The responsible supervisor is often called a risk owner. Distributed responsibility and accountability for risk at the department level are features that distinguish ERM from traditional risk management.

# **Improved Risk Communication**

ERM encourages an organization to widely communicate its risk management approach across all of its layers. This includes making all supervisors aware of the need to identify obstacles that could interfere with achievement of the organization's strategic goals.

Improved organization-wide communication results in a fewer surprises for supervisors who could otherwise be caught without adequate information or full knowledge of the

<sup>&</sup>lt;sup>5</sup> Louisot and Ketcham, *Enterprise-Wide Risk Management: Developing and Implementing*, (The Institutes: Pennsylvania, 2010)

gravity of risk. This communication relies on all employees operating in accordance with the same corporate values.

# **Management Consensus**

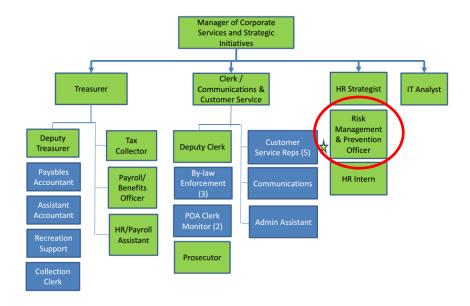
ERM improves management consensus by creating a corporate culture that embraces risk as an additional component of each decision. By empowering supervisors to consider risk optimization and the cost of risk, ERM provides them with complete information about the potential effects of a decision. Supervisors who can successfully gauge threats and opportunities act with confidence because they can appropriately evaluate the alternatives associated with any course of action.

# **Stakeholder Acceptance**

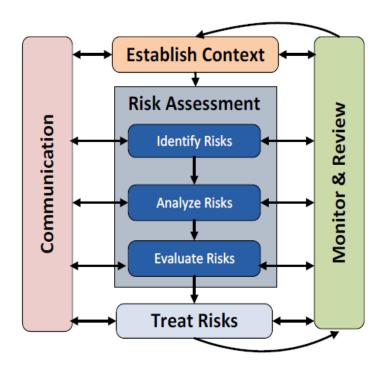
ERM improves acceptance by internal stakeholders by building a spirit of cooperation among management, which subsequently instills confidence among employees. Increasing the spirit of cooperation among management begins with supervisors understanding that the way they manage risk will have a positive impact on the organization, which in turn, will benefit them personally.

# **Current Status**

The City currently utilizes a traditional Insurance and Risk Management Program administered by the Risk Management and Loss Prevention Officer who is a member of the Corporate Services and Strategic Initiatives Department. The City receives approximately 20 claims each year.



# **ERM Process<sup>6</sup>**



# **Establishing the Context**

Evaluating and understanding the internal and external context of the City helps ensure that potential risks are not overlooked and that when developing risk management strategies, the correct source of the risk may be identified.

Based on the City of Kenora's Strategic Plan and an environmental scan of municipalities and other corporate resources, the City's internal and external context is shaped by the following risk categories:

#### External

- Regulatory and Legislative
- Environmental Impact
- Demographic
- Economic
- Socio-Cultural
- Community Well-being

#### **Financial**

- Treasury/Liquidity
- Accounting & Reporting

# **People**

- Health and Safety
- Organizational Culture
- Human Resources

#### Governance

- Public Trust and Confidence
- Partnerships
- Political

<sup>&</sup>lt;sup>6</sup> Bennet and Douglas, "Enterprise Risk Management Framework," (City of Windsor, 2015)

# Legal

- Compliance
- Litigation

# **Operations**

- Service Delivery
- Infrastructure
- Third-Party Performance

The external context consists of risks that can be based on local, regional, provincial, national or international factors. Conversely, the internal context are risks that originate from the corporation. Detailed definitions and examples of the above risk categories can be found in the following 'risk universe.' The advantage to having the risk universe is that it allows for consistent reporting when consolidating types of risk across the corporation.

External		
Risk Category	Definition	Example Events
Regulatory and	Changes in	New criteria related to
Legislative	legislation/regulations affect the City's operations.	the application-based component of OCIF.
Environmental Impact	Environmental issues that affect the physical assets of the community and/or operations such as: -Natural Disasters (floods, ice storms, wildfire etc) -Fuel leaks -Erosion of land -Air pollution	Potential leak on the Energy East pipeline.
Demographic	Changes in the composition of the community including but not limited to age, sex, race, income and education.	The 65 years and older age demographic in Kenora continues to outpace all other age groups.
Economic	Uncertainty is created from a change in: -commodity prices -inflation -foreign exchange -interest rates -employment rates -business start-ups/departures	The price of softwood lumber experiences a sudden and sustained decrease.
Community Well- Being	Outbreak of a health epidemic including a contagious disease or a widespread contamination occurrence. This may also include a change in the	Introduction of a Managed Alcohol Program in Kenora.

	general physical or mental health of the community.	
People		
Health and Safety	Abnormal event that relates to: -diversity and discrimination -employee relations -performance and responsibility -health and safety	City employees sustain injuries as a result of an accident in a snow-plow.
Organizational Culture	-An event occurs that creates uncertainty surrounding the attitudes, culture and/or beliefs of the City.	Conducting Aboriginal sensitivity training among City staff.
Human Resources	Department priorities are affected due to capacity, new employees and/or departures and retirements with limited to no backup or alternative plans	Unanticipated retirements in the Roads department.
Financial		
Treasury/Liquidity	Cash flow is affected due to changes in funding, management, investment, collection, planning or spending.	Lower than anticipated return from the Kenora Citizens' Prosperity Trust Fund
Accounting & Reporting	Uncertainty in the development of financial statements or public reporting integrity.	Conversion to Diamond financial management software.
Governance		
Public Trust and Confidence	An activity undertaken by the City will affect its image in the community	Focus groups and public open house on emergency shelter by-law amendment.
Partnerships	An event changes the relationship between the City and a local, regional, provincial and/or national partner.	The City of Kenora council endorses the Community Safety and Well-Being Plan
Political	Political uncertainty as it relates to the: -election of new officials -new or changed agendas of elected officials -interference in operations.	Status of Five-Year Capital Plan in 2018.

Legal		
Compliance	Failure to maintain awareness and compliance with provincial or federal public policy requirements.	The City fails to comply with the MOECC Drinking Water Management Standard.
Litigation	City involved in a lawsuit that has a significant impact.	City is involved in a lawsuit as a result of an individual falling on an ice-covered sidewalk
Operational		
Service Delivery	There is a change in the effectiveness of City policies and services.	Glass is added to the list of recyclable material
Infrastructure	The condition and/or performance of City infrastructure is altered causing current and future priorities to change.	Keewatin Channel Bridge failure.
Third-Party Performance	Vendors, agencies, boards, commissions or other third-party service providers perform in an unanticipated manner.	Outsourcing sidewalk and storm water repairs fails to significantly improve other areas in need of maintenance.

# **Identify Risks**

The City of Kenora should identify the sources of risk, areas of impact, events (including changes in circumstances) and their causes and their potential impacts. The aim of this step is to generate a comprehensive list of risks based on those events that might create, enhance, prevent, degrade, accelerate or delay the achievement of corporate goals. It is important to identify the risks associated with not pursuing an opportunity. Comprehensive identification is critical, because a risk that is not identified at this stage will not be included in further analysis.<sup>7</sup>

The above risk universe is designed to help support effective risk identification as it captures broad categories of risk that are both in and out of the City's control as it works toward achieving its strategic objectives. There are two primary mechanisms by which City staff can document identified risks.

<sup>&</sup>lt;sup>7</sup> Canadian Standards Association, CAN/CSA-ISO 31000, Risk management—Principles and quidelines, 2013

# Council Reporting

In the 'Risk Analysis' section of the Committee Report templates (Appendix III) staff can apply the risk universe to categorize and subsequently identify the specific risk that is apparent in accepting or not accepting a recommendation.

# Risk Registry<sup>8</sup>

A risk registry is a listing of identified potential risks or 'risk events' that could occur while conducting day to day operations. Once the risk events are identified they are assessed for the likelihood of occurring and rated for the impact anticipated should they occur. Each department will be responsible for maintaining a risk registry that is populated on a continual basis. The corporate risk registry will include those risks from across the Corporation that are the highest priority and based upon a prescribed level set by Council. Initial assessments would be completed following training workshops.

# **Analyze Risks**

Risk is analyzed in terms of the likelihood of the risk occurring, given current controls, and the impact if the risk did occur. To do so, a supervisor must consider the factors will affect a risk event's likelihood and impact. This can be conducted through:

- Document/research reviews
- Performance reviews
- Team meetings
- Consultation
- Analysis of experience, including historical data
- Monitoring changes in internal and external context<sup>9</sup>

Following this stage a supervisor will have to assess the results against predetermined risk criteria to see whether a treatment plan needs to be developed. This criteria is comprised of a likelihood index, impact scale and a risk response matrix.

# Likelihood Index<sup>10</sup>

The Likelihood Index is used to assist in determining the likelihood rating of an identified risk. The likelihood of an event occurring changes in relation to time. Generally, over a relatively short time period, all things being equal, an event is less likely to occur than over a longer time period. This makes it very important to establish the time frame that is to be used when assessing the likelihood of a risk occurring. To correspond with next strategic planning cycle, a four-year time period could be used for assessments.

The below chart shows the five levels of likelihood with corresponding descriptors to help objectively differentiate among the levels. They are defined on a continuum depending

<sup>&</sup>lt;sup>8</sup> Audit Department, "Integrated Risk Management—Building Bridges," (City of Winnipeg, 2004)

<sup>&</sup>lt;sup>9</sup> Canadian Standards Association, *Implementation guide to CAN/CSA-ISO 31000, Risk management—Principles and quidelines*, 2013

<sup>&</sup>lt;sup>10</sup> Audit Department, "Integrated Risk Management—Building Bridges," (City of Winnipeg, 2004)

upon the event's expected chance of occurrence within the four-year time horizon. The five levels range from rare to almost certain.

Likelihood	Description
5- Almost Certain	Is expected to occur unless circumstances change
4- Likely	Will probably occur in most circumstances
3- Possible	Might occur under current circumstances
2- Unlikely	Could occur if circumstances change
1- Rare	May occur only in exceptional circumstances

# Impact Scale

The Impact Scale is used to determine the impact rating of an identified risk. Using the risk universe described above, an event would be broken down according the categories affected. There are five levels of impact ranging from insignificant to extreme. The criteria for each level and type of impact are listed to provide an objective and consistent basis to assess the level of impact associated with a given risk. In assessing the impact, both quantitative and qualitative criteria are used. Current controls should be taken into account in determining the impact rating.<sup>11</sup>

	Extreme 5	Major 4	Moderate 3	Minor 2	Insignificant 1
External	-Severe event, permanent impact requiring significant response @ (> \$1M)	-Major event, some permanent impact requiring extensive response effort @ (\$250k-1M)	-Major event, some permanent impact requiring moderate response @ (\$100k-250k)	-Minor event, non- permanent impact requiring very little response @ (\$25- 100k)	-Negligible event, non-permanent impact requiring response measures @ (\$0- 25K)
People	-Death -New organizational culture developed -Multiple senior leaders turnover	-Permanent disability or widespread illness -Widespread staff morale problem or attitudinal change -Senior leadership turnover	-Serious injury or illness requiring medical treatment -Staff morale is significantly affected -Significant increase in number of new employees or staff turnover	-Minor injury or illness requiring medical treatment -Minor effect on employee attitudes -Minor change on staff capacity	-No medical treatment required -No change to employee attitudes -No effects on staff capacity

<sup>&</sup>lt;sup>11</sup> Audit Department, "Integrated Risk Management—Building Bridges," (City of Winnipeg, 2004)

Financial	-Severe loss/gain of revenue or external funding > \$1M	-Major loss/gain of revenue or external funding \$250K-1M	-Significant loss/gain of revenue or external funding \$100K-250K	-Minor loss/gain of revenue or external funding \$25K-100K	-Insignificant loss/gain of revenue or external funding <\$25K
Governance	-Senior governing body imposing temporary leadership (i.e. Federal or Provincial) -Significant National or Provincial media coverage, external agency criminal investigation, sustained serious loss of confidence in management of City -Breakdown or creation of key partnerships	-Senior governing body demanding immediate changes to status quo (i.e. Federal or Provincial) -National or Provincial media coverage, external agency inquiry, major impact on public confidence that is difficult to regain -Major impact on important partnerships	-Senior governing body issues recommendations for change (i.e. Federal or Provincial) -Regional media coverage, significant impact on public confidence that damages City's image -Significant effect on partners in the area	-Request for change recommendations by governing body (i.e. Management or Council) -Local media coverage, department official fielding media questions, moderate impact on public confidence -Some tension with an important partner	-Some comments by governing body (i.e. Management or Council) -Limited attention by media, limited impact on public confidence -Limited impact on a local partner
Legal	-Multiple major violations of legislation with significant penalties (over \$1M), public inquiry & high profile trial -Incur claim or lawsuit of 1M>	-Major violation of legislation with significant penalties (\$250k-\$1M), high profile trial -Incur claim or lawsuit of \$250K-1M	-Moderate infraction of legislation with penalties (\$100K- \$250K) -Incur claim or lawsuit of \$100K-250K	-Minor infraction of legislation with penalties (\$25K- \$100K) -Incur claim or lawsuit of \$25K- 100K	-Infraction of legislation with limited penalties (under \$25k) -Incur claim or lawsuit of <\$25K
Operational	-Incur or reduce damages of/by \$500K - \$10M -Loss of significant physical asset	-Significant improvement or disruption in delivery of essential services -Significant over or underachievement of service objectives -Significant cost savings or overruns in delivery of services -Significant source of additional revenue	-Moderate improvement or disruption in essential services -Some over or underachievement of service objectives -Moderate cost savings/overruns in delivery of services -Moderate source of additional revenue	-Minor improvement or disruption in services, projects or processes -Minor gain/setback in achievement of service objectives -Minor cost savings/overruns in delivery of services	-No or very minor improvement or disruption in services, projects or processes -No or very minor cost savings or overrun in delivery of services

# **Risk Evaluation**

Each department will have its own risk registry to maintain and after calculating a risk score will work to prioritize these risks and determine the type of treatment required. To acquire the risk score, the likelihood and impact ratings of the risk event are multiplied together. Based on the Risk Response Matrix and the risk appetite set by Council, the calculated value will inform how a risk is treated. Senior managers will be responsible for

prioritizing their assessed risks which will be subsequently be included as part of the Corporate Risk Registry and shape the City's risk profile.

# Risk Response Matrix

Likelihood			Impact		
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Almost Certain (5)	М	н	н	С	С
Likely (4)	L	М	н	С	С
Possible (3)	L	М	М	н	н
Unlikely (2)	L	L	М	М	н
Rare (1)	L	L	М	М	М

# Legend

Low Risk (1-4)
Moderate Risk (5-9)
High Risk (10-15)
Critical Risk (16-25)

Manage by routine procedures

Management mitigation and monitoring required, inform senior management Senior management involvement essential, inform CAO

CAO involvement essential, inform Council

# Sample Corporate Risk Profile

External	People	Financial	Governance	Legal	Operational
New criteria	City employees	Lower than	Focus groups and	The City fails to	Glass is added to
related to the	sustain injuries	anticipated	public open	comply with the	the list of
application-	as a result of an	return from the	house on	MOECC Drinking	recyclable
based	accident in a	Kenora Citizens'	emergency	Water	material
component of	snow-plow.	Prosperity Trust	shelter by-law	Management	
OCIF.		Fund	amendment.	Standard.	
Potential leak on	Conducting	Conversion to	The City of	City is involved	Keewatin
the Energy East	Aboriginal	Diamond	Kenora council	in a lawsuit as a	Channel Bridge
pipeline.	sensitivity	financial	endorses the	result of an	failure.
	training among	management	Community	individual falling	
	City staff.	software.	Safety and Well-	on an ice-	
			Being Plan	covered sidewalk	

The 65 years and older age demographic in Kenora continues to outpace all other age groups.	Unanticipated retirements in the Roads department.	Status of Five- Year Capital Plan in 2018	Outsourcing sidewalk and storm water repairs fails to significantly improve other areas in need of maintenance.
The price of			
softwood lumber			
experiences a sudden and			
sustained			
decrease.			
Introduction of a			
Managed Alcohol			
Program in			
Kenora.			

## **Risk Treatment**

After inputting a risk event into the registry, a risk owner (supervisor) will have several options to recommend in modifying the risk. They can include:

- Avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk
- Taking or increasing the risk in order to pursue and opportunity
- Removing the risk source
- Changing the likelihood
- Changing the impacts
- Sharing the risk with another party or parties (including contracts and risk financing)
- Retaining the risk by informed decision<sup>12</sup>

Depending on the decision and in consultation with the relevant Senior Manager, an action plan may need to be developed to effectively address the risk (see Appendix III).

# **Risk Monitoring**

The City's ERM processes should be subjected to both periodic and ad-hoc monitoring and review. This will serve multiple purposes including:

- Controls are effective and efficient in both design and operation
- Obtaining further information to improve risk assessment
- Analyzing and learning lesson from events , changes, trends, successes and failures
- Detecting changes in the external and internal context, including changes to risk criteria and a risk itself which can require revision to risk treatment
- Identifying emerging risks<sup>13</sup>

<sup>12</sup> Canadian Standards Association, *Implementation guide to CAN/CSA-ISO 31000, Risk management—Principles and quidelines*, 2013

<sup>13</sup> Canadian Standards Association, *Implementation guide to CAN/CSA-ISO 31000, Risk management—Principles and guidelines,* 2013

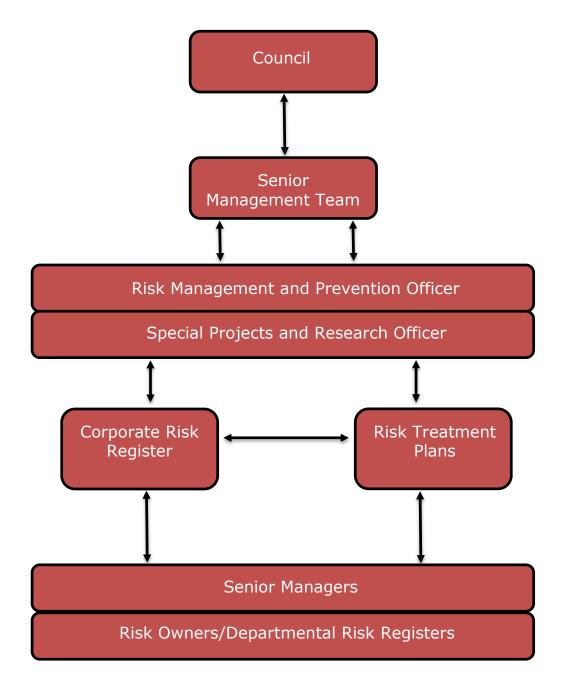
An effective ERM program will also have to recognize that a level of risk is never going to be reduced to zero. This remaining risk is referred to as "residual risk" and the challenge will be to maintain residual risk at an acceptable level.

# **ERM Policy**

An ERM Policy formalizes the processes and tools found within this Risk Framework. It also articulates the amount of risk Council is willing to accept, which influences how risks are assessed and treated, this is commonly referred to as 'risk appetite'. For example, if the Corporation is most concerned with High and Critical risks, any risk identified as such in a recommendation to Council should have a strategy to pursue, mitigate, transfer or avoid the risk.

Likelihood	Impact				
	Insignificant	Minor	Moderate	Major	Severe
Almost Certain	М	н	н	С	С
Likely	L	М	н	С	С
Possible	L	М	М	н	Н
Unlikely	L	L	M	M	н
Rare	L	L	М	М	М

# **Governance Structure**



The roles and responsibilities in the above organizational structure are as follows:

# Council:

- Approve and authorize an Enterprise Risk Management Policy.
- Understand the significant risks to which the organization is exposed.
- Sets the risk appetite for the Corporation in delivering its strategy and operations, programs and services.

# Senior Management Team:

- Provide leadership on risk management and assign departmental risk roles within the context of organizational governance.
- Provide direction on risk management and ensure the level of risk accepted by the City is in line with Council's risk appetite level.
- Review the Corporate Risk Register and risk treatment plans for significant and critical risks; and recommend further actions to mitigate risks, if necessary.
- Provide direction for significant and critical risks elevated to the Senior Management Team and refer to Council
- Ensure a supportive learning environment that encourages effective risk management, appropriate risk taking and communication.
- Communicate the value of ERM including the importance of understanding this discipline to deal with uncertainty in decision-making.

# Risk Management and Prevention Officer:

- Provide training on the ERM framework & its processes.
- Facilitate risk assessments as directed.

# Special Projects and Research Officer:

- Manage the Corporate Risk Register, which includes significant & critical risks.
- Monitor risk treatment plans that mitigate significant & critical risks.
- Assist in elevating high & critical risks upward for direction/action.

# Senior Managers

- Understand and follow the ERM process.
- Maintain and monitor their departmental risk register.
- Communicate significant & critical risks to the Special Projects and Research Officer to be included in the Corporate Risk Registry and where necessary request it to be elevated to the Senior Management Team for review.
- Monitor changes of the departmental risk profile and the planning & implementation of treatment plans.

# Risk Owners

- Identify and analyze risks to be entered into departmental risk registers.
- Recommend a risk tolerance level for a risk through consultation with relevant stakeholders.
- Develop and manage risk treatment plans to mitigate risk, specifically significant & critical risks.
- Monitor changes of risks and the implementation of treatment plans.

# **Definitions**

**Enterprise Risk Management (ERM):** The coordinated activities to direct and control risks within an organization. This includes assessing risks, communicating risks, assigning responsibility for risks, identifying mitigating strategies to avoid or lessen risk, planning risk response strategies for reacting when risk occurs and reviewing and improving risk management based on lessons learned from risk experience.

**ERM Framework:** The suite of policies, procedures, tools and training that support Enterprise Risk Management within the Corporation.

**ERM Policy:** Statement of overall intentions and direction of the Corporation related to enterprise risk management.

**Residual Risk:** It is the risk remaining after treatment.

**Risks:** The likelihood that there will be a positive or negative deviation from the expected objective. Risk is inherent in any business venture. Risks can be threats or opportunities and are measured by likelihood of occurrence and the impacts should they occur. Risks will be classified as low, moderate, high or critical.

**Risk Appetite:** Amount and type of risk that the Corporation is prepared to pursue, retain, or take.

**Risk Categories:** A comprehensive and common set of risks that are used within the Region, and are categorized by governance activity.

**Risk Tolerance:** The Corporation's readiness to bear the risk after risk treatment in order to achieve objectives.

**Risk Owner:** Person or entity with the accountability and authority to manage a risk.

# Appendix I ERM Jurisdictional Scan

Municipality	Approach	Timelines	Challenges	Outcomes
City of Burlington	Building awareness and education was critical in the beginning. This was led	12-18 months to get people	1) Staff don't know the full	1) Staff have not been pushed to
.,	by the Audit Department. The City did not believe a consultant could engrain	engaged and have the policy in	extent of the risks faced by the	proactively use risk registry. However, that
	the culture and was reluctant to spend the money	place	organization	may be coming from the city
	2) Developed a risk registry and inventory and then formalized these tools		2) Perception of extra work and	2) Administrative standard put in place but
	through a policy.		not a tool that can help staff be	there is no risk management policy.
			proactive rather than reactive	3) Risk assessments on individual
				departments but everything is not
				integrated. They have not identified
				strategic risks.
City of Vaughan	Do not start with a policy. Vaughan does not have a policy but is trying to	N/A	Senior manager changed	1) Performance measurement of ERM at
City of Vaugnan	get that going forward. Demonstrate value to the organization and to the	197	Presenting workplan to senior	the City of Vaughan is still a work in
	department heads. Link risk management process to strategic objectives.		management and demonstrating	progress and not linked to meaningful
	2) Set performance indicators, and what is going to prevent you from achieving		the value proposition of ERM.	objectives
	them and then go on to operationalizing at the department level		' '	objectives
	3) Build from top-down in terms of outlining a framework but at the same time			
	build the awareness with middle managers. At Peel, educational training			
	session was developed for Senior Management. At Vaughan, it was delivered			
	through a human resources training session.			
	4) Using a consultant to facilitate risk management training and analyze risks			
	that you gathered may be useful. However, large firms will start collecting			
	major risks and they may not neccessarily be linked to business objectives.			
City of Windsor	1) Started small with risk section in council reports. Good tool to identify risks	Department risk assessments	1) ERM is a dedicated process	1) Increased awareness of risk across the
	and gain buy-in and opportunity to discuss among leadership team.	were a 4 year cycle. Last 2 years	that can get some scope creep.	organization.
	<ol><li>Initital assessment of ERM was to get some consultant assistance. Also, for monitoring and evaluating.</li></ol>	have been focusing on implementation of ERM.	Reporting to council is difficult.	2) Department risk assessements have
	Went deeper into department risk assessment following this stage.	implementation of Envi.	difficult.	been useful.
	Developed a risk universe with the corporate leadership to create a list of the			3) Working group committee is at a stage
	top 11 risks facing the organization. Completed an in-depth evaluation of these			where communication about risk is throughly discussed.
	risks			throughly discussed.
	4) Two risk committees established. Steering committee is a cross-section			
	across the organization. Communication mechnasim to see which risks need to			
	be escalted to the governance committee.			
	5) Policy was developed in conjunction with the framework component.			
City of Winnipeg	1) As a first deliverable, the Audit Department worked with the CAO	Two years to gain trust and	No senior management buy-in.	1) No risk management committee. Only
	Secretariat to develop tools and a process for incorporating formal risk	believe in the system. First year	2) Human resources to educate	one person responsible for corporate risk
	assessments and action plans into the departmental business plans and to	was focused on forming	people and invest in training.	management.
	develop a Corporate Risk Profile for inclusion in the Corporate Plan and Budget.			2) Administrative standard put in place but
	2) Built ERM tools upon the principles of "keep it simple" and "make it relevant to the user." Consulted with the Senior Management Team regarding the	what everybody is doing and who the stakeholders are.		there is no risk management policy.
	appropriatenes of the tools.	who the stakeholders are.		3) Risk assessments on individual
	Attended a regularly scheduled department meeting to present the ERM			departments but everything is not
	concept and overview of the process. Followed-up with half-day workshops to			integrated
	to identify and assess the more significant service risks that might impact the			
	achievement of business objectives. These 79 risk profiles were left with			
	Managers to develop risk action plans for the most significant risks.			
	4) Facilitated a workshop to analyze and aggregate risks across departments			
	and develop a listing of the most significant risks associated with the service			
	groupings. The risks considered to be "critical" or "high" by the Senior			
	Management Team were incorporated into the final Corporate Risk Profile.			
			1	

# Appendix II New Committee Report Template

,2016  City Council  Committee Report
To:
Fr:
Re:
Recommendation:
Background:
Budget:
<b>Risk Analysis:</b> Identify any perceived risk(s) to the recommendation and describe how the City will treat the risk (avoid, mitigate, transfer, accept)
Communication Plan/Notice By-law Requirements:
Strategic Plan or other Guiding Document:

# Appendix III New Treatment Plan Template

,2016

# **Treatment Plan Report**

То:			
Fr:			
Re:			

## Risk:

Describe the Risk

# **Potential Impacts:**

External, People, Governance, Financial, Operational, Legal/Compliance

#### **Action Plan:**

Outline the mitigation techniques (avoid, mitigate, transfer) that need to be in place.

# **Resource Requirements:**

Personnel, staff time, money etc...

#### **Responsibilities:**

Identify the risk owner who will be responsible for implementation of the action plan

#### **Timelines:**

Establish the anticipated start and completion dates of the action plan



# **September 23, 2016**

# City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: Results of the Interest Arbitration Process with the Kenora

**Professional Fire Fighters Association Local 943** 

#### Recommendation:

That Council hereby approves an amendment to the 2016 operating budget to appropriate \$234,698.94 from the City's Contingency Reserve to fund the incremental wage and benefits costs for 2014 through 2016 related to the Interest Arbitration Award with the Kenora Professional Fire Fighters Association; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Municipal Operating Budget by by-law at its October 18<sup>th</sup> meeting for this purpose; and further

That Council hereby gives three readings to a by-law to amend the 2016 budget for this purpose.

#### Background:

The results of the Interest Arbitration process with the Kenora Professional Fire Fighters Association (KPFFA), Local 943 and a summary of the award issued by the Arbitration Board chaired by Paula Knopf, Harold Ball (Employer Nominee) and Jeffrey Sack (Association Nominee) are attached.

The parties exchanged proposals on February 13, 2014, for the renewal of the collective agreement. The parties met two (2) times February 13, 2015 and March 19, 2015 before applying for conciliation under the *Fire Protection and Prevention Act, 1997.* The conciliation meeting was held on May 15, 2015.

Negotiations in the Fire Services sector are governed by the *Fire Protection and Prevention Act, 1997* (the"*Act*"). The *Act* states that there shall be no strike or lockout. As a result, outstanding issues between the parties were referred to interest arbitration before a Board of Arbitration.

The parties met on August 6, 2015 with the Board of Arbitration for mediation. Both parties had a considerable number of issues which remained in dispute. The parties agreed to reduce their list of demands to approximately ten (10) issues. The parties met on October 20, 2015 to review the reduced list of demands. That was followed by written replies.

# **History of Economic Increases**

The following provides a summary of economic increases under the KPFFA contracts since the City's amalgamation on January 1, 2000:

2000	3.0%
2001	3.0%
2002	3.0%
2003	6.2%
2004	6.4%
2005	6.6%
2006	0.0%
2007	0.0%
2008	3.0%
2009	3.0%
2010	3.0%
2011*	3.0%
2012	3.0%
2013**	3.0%

<sup>\*</sup>In addition to an economic adjustment of 3.0% in 2011, Recognition Pay was also awarded in the 2011 contract, phased in from 2011 through 2013 (see below)

• New 3/6/9 Article

2011	2012	2013
1% after 8 years	2% after 8 years	3% after 8 years
2% after 17 years	4% after 17 years	6% after 17 years
3% after 23 years	6% after 23 years	9% after 23 years

#### Financial Impact

A copy of the arbitration award received has been attached to this report for Council's reference.

The financial impacts of the Interest Arbitration Award between the City and the KPFFA Local 943, representing the twelve full time firefighters, are set in the following tables. The resulting impact to the 2016 wages, representing the retroactive payments to 2014 / 2015, together with the total impact to 2016 wages will need to be funded through the City's contingency reserve. Information provided includes the following:

- information on the percentage increase to wages;
- gross pay (ie, wages and overtime retro, before any benefits impact) resulting from the retro pay paid out to the firefighters in 2016 in accordance with the award;
- actual impact to the 2016 budget from wages and benefits;
- legal and related fees incurred; and
- the consolidated impact to the City from the award, shown as follows:
  - o 2014 through 2016 impacts
  - o 2017 estimated budget impact.

% Increase to Wages			
2014	1.5% January 1, 2014		
	1.0% July 1, 2014		
2015	2.0% January 1, 2015		
	2.0% July 1, 2015		
2016	2.0% January 1, 2016		
	2.0% July 1, 2016		

Gross Retro Pay (on Wages & Overtime, not including benefits impact)

<sup>\*\*</sup>Note that in the award Paula Knopf incorrectly stated that in 2013 the Firefighters accepted a 0-0%.

<sup>\*</sup>Recognition Pay 3/6/9 was negotiated in 2011.

2014	\$ 19,989.64
2015	57,873.79
2016 (to 27/08/16)	63,531.67
Total	\$ 141,395.10

2016 Budget Impacts to Wages & Benefits resulting				
from award ***				
2014	\$ 19,989.64			
2015	15 57,873.79			
2016 (to 27/08/16) 118,328.70				
Benefits	38,506.81			
Total ***	\$ 234,698.94			

\*\*\*Budget amendment required to fund this incremental cost from contingency reserve.

Legal and related costs incurred ****			
Paula Knopf - Chair	\$ 7,570.29		
Travel Expense to attend hearing in	1,760.67		
Winnipeg			
Harold Ball - Nominee	7,078.60		
Mark Mason – Legal Hicks Morley	29,703.32		
Total	\$ 46,112.88		

\*\*\*\*The legal and related expenses totaling \$46,112.88 were incurred between 2014 through 2016. Costs incurred in 2016 total \$10,607.03, and will be taken from the HR Legal Expense. Prior year costs were expensed as they were incurred. No budget amendment is being requested to reflect the impacts related to legal expense.

The following represents the consolidated impact to the City from the award:

- 2014 through 2016 impacts \$280,811.82, including legal and related costs
- 2017 estimated budget impact to Fire wages & benefits \$150,277.45, before 2017 negotiations impact

This section would not be complete without acknowledging that there will be incremental costs as a result of the award that will be incurred, which cannot be reasonably calculated at this time. These are summarized below (and outlined in detail on pages 3 and 4 of the attached arbitration award):

- P.3, #2 Bereavement Leave the addition of 1 day leave for the death of an aunt / uncle
- P. 3, #8 Vacations and Holidays the ability to change vacation time to sick time if seriously injured
- P. 3, #9 Sick Leave the ability to use up to three (3) days for care of a spouse, child or parent
- P. 4, #11:
  - A) Sick Leave increase in accumulation from 12 hours per month to 18 hours per month
  - A) Statutory Holidays increase in accumulation from 96 hours per year to 144 hours per year (20 hours - \$12,343.10 in 2016, 48 hours - \$31,485.38 in 2017) – not paid out, but the additional time may need to be covered through overtime – theoretical costs shown here are at straight time.
  - B) Lieu time paid out at rate of pay in effect of time of payment (as opposed to when earned)
  - o C) WSIB top up of earnings while off on WSIB to regular net salary

• P. 4, #12 – Retiree Benefits – retiring members with unreduced OMERS entitled to remain on active benefits (excluding life insurance and AD&D) until age 65 – new retirees after December 31, 2016 only

Finally, it should also be noted that a second employee group's benefits will also be impacted by some of the changes related to the KPFFA benefits provided through the City's carrier, Great West Life.

A copy of the 2016 KPFFA annual wages, as per the collective agreement, based on the arbitration award, has been attached for Council's information.

#### **Moving Forward**

The arbitration award covers the period to the end of 2016. Given the lengthy period taken to resolve the outstanding collective agreement bargaining process and subsequent interest arbitration award, the City will be entering into bargaining with the KPFFA at the end of this year.

# Communication Plan/Notice By-law Requirements:

Notice required for a budget amendment as per the provisions of the notice bylaw.

# **Strategic Plan or other Guiding Document:**

n/a



**September 27, 2016** 

# City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

**RE: Ontario Community Infrastructure Fund Formula-Based Component** 

Agreement (OCIF)

#### **Recommendation:**

That Council hereby authorizes the Mayor and Clerk to enter into an Agreement between the Corporation of the City of Kenora and the Minister of Agriculture, Food and Rural Affairs for an OCIF funding program; and further

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

# Background:

In 2014, the Province of Ontario launched the new permanent Ontario Community Infrastructure Fund and an intake to identify projects for the federal government's Small Communities Fund. The new permanent OCIF provides a steady source of predictable, long-term funding. The Fund supports the revitalization and repair of roads, bridges and other critical infrastructure in small, rural and northern communities. This agreement is an new expanded version of the original agreement.

This formula-based component is based on a municipality's local fiscal circumstances and its total core infrastructure assets. The City of Kenora's annual allocation for 2017 is \$379,134. Including the proposed allocations for 2018 and 2019 and a 'top-up' funding component the City could potentially receive an additional \$2.4M for the years 2017 through 2019 combined, in addition to the 2017 formula based allocation of \$379,134.

The agreement expires on March 31, 2027.

#### **Budget:**

There is no cost related to the signing of this Agreement. The funds will be designated for a capital project involving core infrastructure assets which include roads, bridges, water and wastewater.

# Communication Plan/Notice By-law Requirements:

Two signed copies of the Agreement, together with the by-law authorizing the signing of the Agreement, will be forwarded to the Ministry of Agriculture, Food and Rural Affairs.



**September 29, 2016** 

# City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

**RE: Public Transit Infrastructure Fund** 

#### Recommendation:

That funding has become available under the Public Transit Infrastructure Fund Council hereby authorizes the submission of a request for funding under the Public Transit Infrastructure Fund (PTIF) Phase One; and further

That this funding will be used to pave some identified shoulders of high traffic roadways that are also used for pedestrians and bicycles.

# **Background:**

The funding arrangement is 50% from the federal level of government but to be administered by the provincial government. The City is required to contribute the balance of the 50% towards eligible projects. The City is considering using the funding to enhance the shoulders of selected high traffic roadways as determined by the Operations and Infrastructure department in accordance with the municipal paving program.

Eligible investment categories include capital projects with respect to public transit infrastructure. In addition to transit, active transportation infrastructure includes enhancements to pedestrian and bicycle routes.

In order to be considered for funding, applications must be submitted to the provincial government no later than October 18, 2016. Projects are to be completed by March 2018, thus the funds would be utilized for the 2017 construction season.

**Budget/Finance Implications**: Funding: PTIF - 50% Federal; 50% to be approved in the 2017 Capital Budget.

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

Distribution: J. Hawley, M. Vogrig, K. Koralalage, C. Edie

#### Strategic Plan or other Guiding Document:

Goal #2: Strengthen Our Foundations

<u>2-1</u> The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.



# September 26, 2016

# City Council Committee Report

To: Mayor & Council

Fr: Heather Kasprick, City Clerk

Re: Letter of Support – Thunder Bay Event Centre

#### Discussion/Direction:

#### Background:

I received an email from the City of Thunder Bay staff Policy Assistant on behalf of Mayor Keith Hobbs seeking the City of Kenora's support for Thunder Bay's Event and Convention Centre (TBECC) .

As you will note, the letter of support provides detailed information supporting the proposed TBECC. The Mayor requests the Council to review the letter, and return on our letterhead with support.

This support is for Council consideration.

Budget: N/A

Communication Plan/Notice By-law Requirements: N/A

# Strategic Plan or other Guiding Document:

Administrative only

# Your letterhead

# **DATE**

Keith P. Hobbs, Mayor City of Thunder Bay 2<sup>nd</sup> Floor, 500 Donald Street East Thunder Bay, ON P7E 5V3

**Dear Mayor Hobbs:** 

On behalf of the citizens of \_\_\_\_\_\_ I am writing in support of the City of Thunder Bay's proposed Event and Convention Centre (TBECC) project.

Since 2009, the City has undertaken an extraordinary amount of research and due diligence in support of moving forward with the proposed TBECC project. The proposed TBECC is a key element of a bold transformational and community building strategy that strengthens Thunder Bay's role as the hub for the tremendous economic development opportunities emerging in Ontario's Northwest Region.

The proposed TBECC is a facility of strategic importance as it relates to community and regional infrastructure in the delivery of sport and recreation, tourism, mining symposiums, conventions, trade shows, meetings and a range of entertainment events in the Northwest. It responds to the interests and long-term needs of Thunder Bay's regional municipal partners, Aboriginal communities and the growing business opportunities in the Northwest.

Thunder Bay has undergone transformational change, evolving into a dynamic, unique and diversified city, considered to be the economic hub of the north. The proposed TBECC includes a state of the art multipurpose, world class spectator

facility with a total seating capacity of 5,700; and also features 66,000 square feet of "state of the art" meeting and trade show space with various meeting rooms.

On behalf of the City/Town Council and the citizens of our community, please accept this letter of support for the proposed TBECC. We believe the TBECC will contribute significant economic benefits, tax revenue and will serve as a major community and regional asset for decades to come.

Sincerely,

Your Name/Your Title City/Town



September 27, 2016

# City Council Committee Report

TO: Mayor and Council

FR: Jeff Hawley, Operations and Infrastructure Manager

Marco Vogrig, Municipal Engineer

RE: Snow Plow Municipal Streets and Parkade Snow Plowing 2016-2017

#### Recommendation:

That Council hereby accepts the three (3) grader submissions were received upon tender closing from Pioneer Construction, in the amount of \$160.00/hr and \$160.00/hr, HST extra, and from Hugh Munro Construction, in the amount of \$175.00/hr, HST extra, to work on a "call as needed" basis only for 2016-2017 snow plowing.

#### Background:

The City of Kenora requires the hiring of equipment to perform snow plowing operations on municipal streets, on an as-required basis, throughout the 2016-2017 winter season.

Requests for Quotations were advertised in the local newspaper and posted on the Kenora website and closed on September 22, 2016. Three (3) quotations for graders were received, as follows:

Grader (Champion 730A 1990)	Pioneer Construction	\$160.00/hr., HST extra
Grader (CAT 140 H 2003)	Pioneer Construction	\$160.00/hr., HST extra
Grader (CAT 140 H 2001)	Hugh Munro Construction	\$175.00/hr., HST extra

Equipment will be hired as the need arises to provide supplementary service to in-house operations.

In 2015 there were three (3) quotations submitted for five (5) graders (\$140.00/hr.-\$180.00/hr.) and two (2) quotations for two (2) loader plows (\$125.00/hr). There were no quotations received for loader plows in 2016-2017.

Quotations were also requested for snow plowing services for the Parkade and Chipman Street parking lot. There were no quotations received for these locations and therefore the Operations and Infrastructure Department will need to investigate options to address the lack of bids for this scope of work.

Budget/Finance Implications: 2016/2017 Operating Budget

# Communication Plan/Notice By-law Requirements:

Resolution required.

Distribution: J. Hawley, M. Vogrig, K. Koralalage

#### **Strategic Plan or other Guiding Document:**

Goal#1: Develop Our Economy

1-2 The City will forge strong, dynamic working relationships with the Kenora business community.

#### Goal#2: Strengthen Our Foundations

- 2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in good state of repair to ensure certainty, security and long-term stability of our systems.
- 2-3 The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.
- 2-4 The City will act as the catalyst for continuous improvements to the public realm.



September 29, 2016

## City Council Committee Report

TO: Mayor and Council

FR: Jeff Hawley, Operations & Infrastructure Manager

Marco Vogrig, Municipal Engineer

RE: Clean Water and Wastewater Fund (CWWF)

Water, Wastewater and Storm Sewer Infrastructure

#### Recommendation:

That Council hereby authorizes the submission of a request for funding under the Federal/Provincial funding initiative namely, the Clean Water and Wastewater Fund (CWWF) for projects related to water, wastewater and storm sewer infrastructure.

#### **Background:**

The funding arrangement is 50% from the federal level of government, 25% from the provincial government with the municipality required to contribute the balance of the 25% towards eligible projects. In Kenora's case, the City has been informed the maximum federal/provincial government contribution is \$999,300 and with the addition of the City's 25% contribution, the maximum project value amount is \$1,332,400.

In order to be considered for funding, applications must be submitted to the provincial government no later than October 31, 2016 with approval of project(s) by the provincial government anticipated in January 2017. Projects are to be completed by March 2018, thus the funds would be utilized for the 2017 construction season.

A discussion of potential projects that could apply to this funding source were vetted by Operations and Infrastructure staff of which the following projects have been short listed:

#### Storm Sewer Rehabilitation

This scope of work would consider employing a no dig technology, potentially utilizing a cementous spin cast technique to recoat the inside of the existing pipe. Options for this work would focus on large diameter trunk mains.

#### Sanitary Sewer Rehabilitation

Sanitary sewers would also be rehabilitated by way of a no dig technology, namely an insitu inverted sock lining system to create a new pipe inside of an existing host pipe. Potential candidate locations for the insitu lining process would be the Pinecrest area as these concrete sanitary pipes have interior pipe surface deterioration, but the road surfaces are relatively new. Other options for this no dig technology that would be considered are those located on private property (with or without easements) and locations that are not easily accessible due to buildings and other hindrances.

#### CCTV of Storm and Sanitary Sewers

As identified in the City's reorganizational review, and to provide accurate data for asset management purposes, it is proposed to use a portion of the funding to implement an

annual CCTV program sooner than later which this funding program has the potential to fund. It would be anticipated to concentrate on older neighbourhoods and known problematic areas to assess pipe conditions to improve the asset management system in order to improve our planning and selection of future projects.

Therefore, the above noted is provided to apprise Council of our intention to apply for this Funding, and types of projects being considered for the Clean Water and Wastewater Fund Program.

#### **Budget/Finance Implications:**

Funding: CWWF - 50% Federal 25% Provincial 25% Approved 2017 Capital Budget

#### **Communication Plan/Notice By-law Requirements:**

Distribution: J. Hawley, M. Vogrig, B. Paudel, C. Edie

#### **Strategic Plan or other Guiding Document:**

Goal #2: Strengthen Our Foundations

- 2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.
- 2-13 The City will continue to advance our leadership position as "Stewards of the Lake" and "Stewards of the Land" by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.



September 29, 2016

## City Council Committee Report

TO: Mayor and Council

FR: Jeff Hawley, Operations & Infrastructure Manager

Marco Vogrig, Municipal Engineer

RE: 7th Avenue South Bridge - OCIF Funding

#### Recommendation:

That Council approves the 7<sup>th</sup> Avenue South Bridge as the project to submit for the Ontario Community Infrastructure Fund (OCIF) funding program.

#### Background:

This briefing is to make council aware that the Operations and Infrastructure Department is recommending this funding be dedicated to the 7<sup>th</sup> Avenue South Bridge project which is scheduled for construction in 2017. The construction budget for this project has been estimated at \$1.5 million, and approval to commence design and tendering work for the project has been already granted by council at the open meeting of Council on September 13<sup>th</sup>, 2016.

The primary reasons for recommending the 7<sup>th</sup> Avenue South Bridge project for this funding are:

- The project is anticipated to be tender/shovel ready for 2017.
- The maximum amount of subsidy available via this funding source is in range of the projected construction budget.
- The 7<sup>th</sup> Avenue Bridge is in the poorest condition of the City's inventory of bridges based on a 2014 Bridge Condition Index (BCI) of 44.92 out of 100.

#### **Budget/Finance Implications:**

OCIF Funding to a maximum of 90% of the estimated project cost of 1.5 Million and Approved 2016 Capital Budget Allocation in the amount of \$150,000.

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

Resolution required.

Distribution: J. Hawley, M. Vogrig, C. Edie

#### Strategic Plan or other Guiding Document:

Goal #2: Strengthen Our Foundations

- 2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.
- 2-2 The City will keep in the forefront that there is a significant infrastructure deficit, and current and future Councils will need to continue to work towards allocating sufficient resources to be able to adequately address this issue.

2-14 The City will be an active and vocal champion for fair funding from provincial and federal governments, including gas tax and other transfer allocations. Priority will be given to initiatives that directly address the infrastructure and community development challenges of the city.



#### **September 27, 2016**

## City Council Committee Report

To: Mayor & Council

Fr: Devon McCloskey, City Planner

Re: Black Sturgeon Lakes Water Quality Monitoring - 2016

#### Recommendation:

That Council hereby accepts the 2016 Black Sturgeon Lakes Water Quality Monitoring Report, as prepared by Kenora Consultants – Ryan Haines, B.Sc.

#### Background:

In 2007, City Council approved the development of a lake capacity and management study for Black Sturgeon Lake. When the final report was accepted, one of the key recommendations was that the City develop a comprehensive monitoring program to assess patterns in lake productivity(including total phosphorus and chlorophyll), during open water season.

Based on the results of the 2009, 2010 and 2015 sampling seasons, the consultant recommended that annual sampling focusing on one spring sampling session and one late summer sampling session would provide a more effective monitoring program thatn the original project design of 10 sampling sessions conducted every five years.

In 2016, Council approved funds for further montoring and reporting. Similar to 2015, Kenora Consulting was awarded the contract and has provided the comprehensive report for 2016.

The report summarises that the 2016 water quality results are consistent with results of previous studies conducted on Lower Black Sturgeon Lake. This indicates that the health of the water body has remained consistent and is not deteriorating over time.

#### **Budget/Finance Implications:**

Ongoing funding for 2017 and beyond.

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

By Minutes of Committee of the Whole and Agenda and Minutes of Council; Community and Development Services Department; Operations Department; Report to be posted on City's portal.

## Strategic Plan or other Guiding Document: City of Kenora Official Plan (2015)

• Principle 2 – Natural Environment

Kenora shall support the protection and integrity of the natural environment, as valued by the community.

• Section 5.3 – Black Sturgeon Lake (Restricted) Development Area - It is recognized that the protection of water quality is of paramount importance for Black Sturgeon Lake, and it is the objective of this Plan

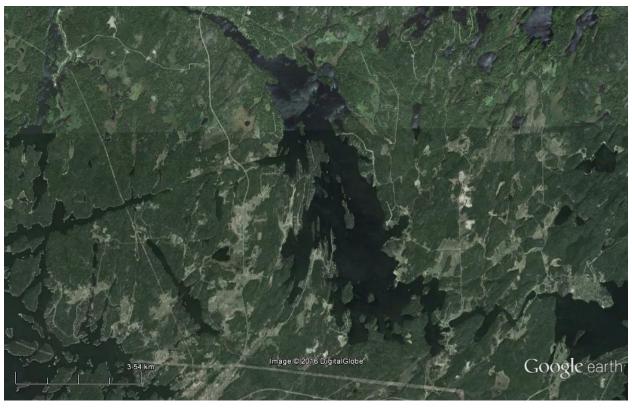
Strategic Plan - Vision 20/20

2.13 The City will continue to advance our leadership position as "Stewards of the Lake" and "Stewards of the Land" by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

#### Attachments:

• 2016 Report - Black Sturgeon Water Quality Monitoring with Appendices





# BLACK STURGEON LAKES WATER QUALITY MONITORING

**2016 REPORT** 

#### Prepared by:



Ryan Haines, B.Sc.
Biologist and Project Management
Kenora Resource Consultants Inc.
Site 155, Compartment 14, RR #1
Kenora, ON
P9N 3W7

Phone: 807-465-5689

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Satellite images, aerial photographs, and/or the figures produced from them in this report are intended for illustration purposes only and shall not be considered as official plans or drawings.

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#### 1.0 BACKGROUND

In the fall of 2007, the City of Kenora was presented with the results of the *Lake Capacity and Management Study for Black Sturgeon Lake*. One of the recommendations of this study was to conduct a water quality assessment on Lower Black Sturgeon Lake for two consecutive years to establish baseline data and then once every five years to monitor changes to the water quality in the lake. Based on the results of the 2009, 2010, and 2015 sampling seasons, it was recommended by the consultant (Kenora Resource Consultants Inc.) that annual sampling focussing on one spring sampling session and one late summer sampling session would provide a more effective monitoring program than the original project design of 10 sampling sessions conducted every five years.

In 2009 and 2010, the City of Kenora awarded the contract to conduct the baseline data work for the first two-years of water quality monitoring on Black Sturgeon Lakes to Ryan Haines Consulting. In 2015 and 2016, the water quality assessment contract was awarded to Kenora Resource Consultants Inc. (note – Ryan Haines Consulting was incorporated into Kenora Resource Consultants Inc. in 2012).

#### 2.0 METHODOLOGY

Two sampling sessions were conducted during the 2016 season, a spring session on May 8<sup>th</sup> and a late summer session on August 28<sup>th</sup>. Water samples were taken at two locations on Lower Black Sturgeon Lake and one location at Upper Black Sturgeon during each sampling session. Sample locations on Lower Black Sturgeon correspond to sites identified in the *Lake Capacity and Management Study for Black Sturgeon Lake*. The site on Upper Black Sturgeon was added during the 2010 sampling season to help to better understand potential sources of the higher nutrient levels found at the upstream site on Lower Black Sturgeon during the 2009 sampling season.

The selection of the site locations has been designed to determine the impacts of development on the water quality of Black Sturgeon Lakes. Site 2 is located at the outlet of Black Sturgeon Lakes into the Winnipeg River, Site 3 is located at inlet of Black Sturgeon Creek into Lower Black Sturgeon Lake, and Site 4 is located at the outlet of Upper Black Sturgeon Lake (Site 4) into Black Sturgeon Creek. Site 2 is the main sampling location used to assess the impacts of development on water quality because the new and proposed developments on Lower Black Sturgeon Lake are occurring upstream of this site.

All field work was conducted from a small motorboat with a sonar unit mounted to the stern. At each sampling site, an anchor was used to keep the boat in one location.

Temperature/oxygen profiles were obtained at Sites#1, #2, #3, and #4 (Figure 1) during the August 28th sampling session using an YSI 55 Dissolved Oxygen Meter.

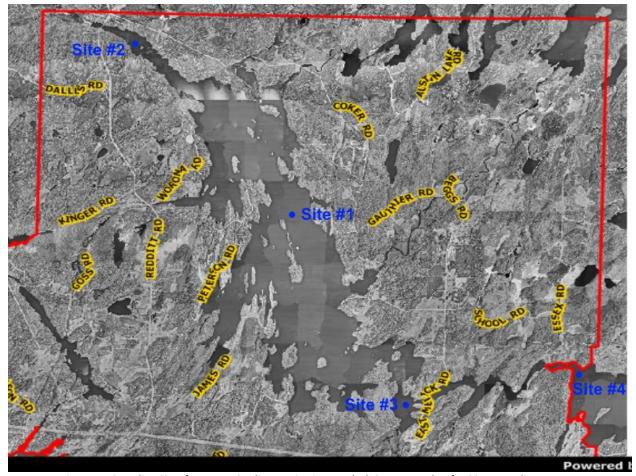


Figure 1 – Sampling Sites for Water Quality Monitoring on Black Sturgeon Lakes for 2015 sampling season

Secchi depth was determined at each site by lowering a Secchi disk (20-cm disk with alternating black and white quadrants) over the shady side of the boat (Figure 2). The disk was lowered until the observer could no longer distinguish between the white and black quadrants and then raised until the disk came back into view. This was repeated three times and then the depths at which the disk disappeared and then reappeared were averaged to give the Secchi depth.



Figure 2 – Lowering of Secchi disk

Lake productivity samples were collected both as a euphotic zone composite and at a depth of 1 m from the bottom. The euphotic zone is the section of the water column where enough light penetrates to facilitate algae growth (measured as 2X the Secchi depth). In order to obtain a water sample containing water from the euphotic zone, a weighted, 500 mL, small neck bottle (Figure 3) was lowered with a rope in the water column to a depth of 2X Secchi depth then quickly brought to the surface before the bottle became completely filled.



Figure 3 – Transferring water sample from euphotic zone composite into lab sample bottle

At each site, an additional water sample was taken approximately one meter from the bottom of the lake using a Beta horizontal water sampler (Figure 4). Both ends of the water sampler were opened prior to lowering it (using a rope) to the desired water depth. At the desired depth, a small weight was sent down through the water column along the length of the rope triggering a release mechanism on the sampler and causing the sampler caps to close.



Figure 4 – Horizontal Beta Sampler prior to deployment

All euphotic zone samples and samples taken one meter from the bottom of the lake were transferred immediately upon collection to sample bottles for analysis at a laboratory. One euphotic zone sample and one bottom sample were taken at each site and analyzed for total phosphorous. All water samples were shipped via Greyhound bus to ALS Laboratory Group in Winnipeg, MB, for analysis.

#### 3.0 RESULTS

During the 2016 field season, there were samples collected from all three sites (Site 2, Site 3, Site 4) for a number of different parameters (phosphorous, Secchi depth, dissolved oxygen/temperature profiles, dissolved organic carbon, colour, pH, alkalinity, turbidity and scans for cations/anions and trace metals) as well as a late-summer dissolved oxygen/temperature profile taken at Site 1. All of this information is important to ensure that data is collected to help determine the spatial and/or temporal attributes of any changes to water quality in Black Sturgeon Lakes.

#### 3.1 Sampling Session Dates and Locations

The 2016 sampling sessions were conducted on May 28<sup>th</sup> and August 8<sup>th</sup>. The depth of the sampling sites was 29.0 m for Site 1, 14.5 m for Site 2, 9.3 m for Site 3, and 6.6 m for Site 4.

#### 3.2 Total Phosphorous

The 2016 spring sampling results for phosphorous concentrations were below the provincial water quality objective (PWQO) of 0.0200 mg/L for all three sites. During 2016, the spring turnover euphotic zone phosphorous concentrations taken at Site 2 (0.012 mg/L) was slightly above the concentration found in 2009, but below the results found in 2010 and 2015. The 2016 results for Site 3 (0.011 mg/L)

and Site 4 (0.011 mg/L) were the lower than the results from the spring sampling in 2009, 2010, and 2015 (Figure 5).

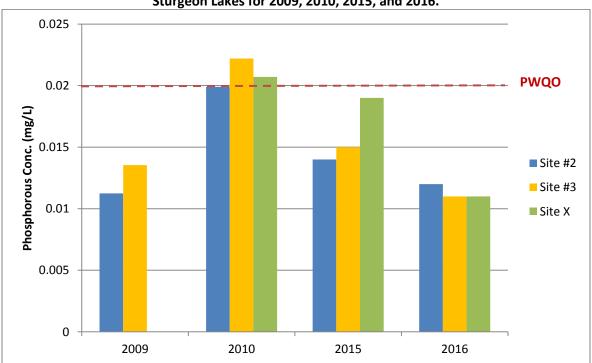


Figure 5 – Spring Turnover Total Phosphorous Concentrations for Three Sampling Sites on Black Sturgeon Lakes for 2009, 2010, 2015, and 2016.

#### 3.3 Chemical Analysis - Water Quality Characteristics

The spring turnover water samples were analyzed for 54 parameters encompassing dissolved organic carbon, colour, pH, alkalinity, turbidity and scans for cations/anions and trace metals. The 2016 results were comparable to the results for the 2010 and 2015 analyses and were all within the provincial water quality objectives for the parameters where an objective is provided. The full results can be found in Appendix 1.

#### 4.0 DISCUSSION

#### 4.1 Total Phosphorous

The total phosphorous readings that are of the most interest for water quality analysis are the ones taken during spring turnover. The reason for this is that turnover is when the phosphorous is mixed throughout the water column and it is also when past phosphorous concentrations (i.e. Lake Partner Program) have been measured to enable analysis of trends over time.

The Ontario provincial water quality objective for total phosphorous concentrations is less than 20  $\mu$ g/L (0.02 mg/L) "to avoid nuisance concentrations of algae in lakes" (MOE 1994). The 2016 spring sampling results for phosphorous concentrations were below the provincial water quality objective (PWQO) of 0.0200 mg/L for all three sites (Site 2, Site 3, and Site 4).

During 2016, the spring turnover euphotic zone phosphorous concentrations taken at Site 2 (0.012 mg/L) was slightly above the concentration found in 2009, but below the results found in 2010 and 2015. The 2016 results for Site 3 (0.011 mg/L) and Site 4 (0.011 mg/L) were lower than the results from the spring sampling in 2009, 2010, and 2015. These value was also within or below the Lake Partner Program range of total phosphorous samples analyzed between 2004 and 2014 on lower Black Sturgeon Lake (0.012 to 0.022 mg/L) and are below the mean of 0.017 mg/L over this same time period (Ministry of Environment 2015a). This indicates that the phosphorous concentrations on Lower Black Sturgeon Lake appear to have been relatively stable (and below the water quality objective) for the past decade.

#### 4.2 Chemical Analysis - Water Quality Characteristics

The 2016 results were comparable to the results for the 2010 and 2015 analyses and were all within the provincial water quality objectives for the parameters where an objective is provided. Once again, this data supports the findings of the phosphorous results indicating that the water quality health of Black Sturgeon Lakes has remained relatively consistent over the past several years.

#### 5.0 SUMMARY AND RECOMMENDATIONS

Lower Black Sturgeon Lake is within the provincial water quality objectives for a healthy lake for all of the parameters measured and analyzed in this study. All results indicate that Black Sturgeon Lakes have all of the characteristics to be expected in a dystrophic lake (i.e. heavily coloured due to presence of humic compounds of plant origin) located in northwestern Ontario. In addition, the 2016 water quality results are consistent with results of previous studies conducted on Lower Black Sturgeon Lake. This indicates that the health of the water body has remained consistent and is not deteriorating over time.

The variation shown during the 2009, 2010, 2015, and 2016 sampling seasons demonstrates the importance of collecting data annually to establish and maintain robust data sets. The summer of 2009 was characterized by relatively cool conditions and therefore the information collected during this season provides a detailed synopsis of Lower Black Sturgeon Lake water quality during a cool summer. The 2010 open water season was exceptionally long and wet which produced a data set that reflects these climatic conditions. However, the results of these varying summer patterns was that despite the fact there were no major changes to land use, the 2009 and 2010 sampling seasons produced different water quality sampling results. The 2015 sampling season produced results from a more *average* or *typical* open water season with results that were often in between the two baseline sampling seasons. The 2016 season phosphorous concentrations were lower than those found in the previous sampling seasons, potentially the result of cool, dry spring conditions and a snow pack that had seen significant melting well before ice-out on Black Sturgeon Lakes.

#### 6.0 REFERENCES

Gartner Lee Ltd. and Kelli Saunders Environmental Management. October 2007. *Lake Capacity and Management Study for Black Sturgeon Lake, City of Kenora*.

Ministry of the Environment. 2015a. Lake Partner Total Phosphorous Data. Found on website at: http://desc.ca/programs/lpp

Ministry of the Environment. 2015b. Lake Partner Secchi Depth Data. Found on website at: http://desc.ca/programs/lpp

Ministry of Environment and Energy. July 1994. Water Management: Policies; Guidelines; Provincial Water Quality Objectives of the Ministry of Environment and Energy. Found on website at: http://www.ontario.ca/document/water-management-policies-guidelines-provincial-water-quality-objectives

# APPENDIX 1 – DISSOLVED OXYGEN/TEMPERATURE PROFILE RESULTS AND SECCHI DEPTHS FOR 2016 LATE SUMMER SAMPLING SESSION

Site 1

	B.P.		
Secchi Depth (m)	(mmHg)	Time	Depth (m)
2.25	753.7	09:36:00	29.0

Depth	Temp	DO (%)	DO (mg/L)
0.5	20.6	98.0	8.77
1	20.7	97.8	8.75
2	20.7	96.5	8.68
3	20.7	96.5	8.63
4	20.7	96.0	8.62
5	20.8	95.7	8.54
6	20.8	95.6	8.54
7	20.8	94.6	8.56
8	20.8	95.1	8.47
9	17.5	54.4	5.11
10	14.5	45.7	4.66
11	12.8	45.1	4.80
12	11.5	45.8	5.03
13	10.4	47.2	5.29
14	9.6	46.5	5.30
15	9.0	45.9	5.34
16	8.6	45.4	5.30
17	8.4	44.1	5.18
18	8.2	43.0	5.06
19	8.0	41.2	4.86
20	7.9	40.3	4.79
21	7.9	39.6	4.67
22	7.9	39.1	4.63
23	7.8	37.6	4.41
24	7.7	36.2	4.27
25	7.7	35.3	4.19
26	7.6	34.3	4.07
27	7.6	32.6	3.88
28	7.6	31.1	3.70

Site 2

	B.P.		
Secchi Depth (m)	(mmHg)	Time	Depth (m)
2.25	753.8	11:30	14.5

Depth	Temp	DO (%)	DO (mg/L)
0.5	21.1	98.8	8.80
1	21.1	98.4	8.77
2	21.1	98.2	8.75
3	21.1	98.4	8.75
4	21.1	97.7	8.68
5	21.1	96.6	8.60
6	21.1	96.6	8.58
7	21.1	95.1	8.42
8	20.9	85.2	7.65
9	18.1	61.5	5.81
10	13.2	44.7	4.69
11	11.1	40.4	4.45
12	10.3	38.5	4.31
13	9.7	37.6	4.29
14	9.5	37.1	4.20

Site 3

	B.P.		
Secchi Depth (m)	(mmHg)	Time	Depth (m)
2.0	753.6	10:40	9.3

Depth	Temp	DO (%)	DO (mg/L)
0.5	20.5	82.2	7.41
1	20.5	81.8	7.38
2	20.5	81.9	7.40
3	20.5	84.7	7.63
4	20.5	85.8	7.75
5	20.5	85.6	7.70
6	20.4	81.3	7.35
7	20.3	75.1	6.76
8	20.2	77.6	6.98
9	19.9	62.5	5.75

Site 4

Secchi Depth (m)	B.P. (mmHg)	Time	Depth (m)
2.25	753.7	10:15	6.6

Depth	Temp	DO (%)	DO (mg/L)
0.5	20.4	96.4	8.7
1	20.4	96.1	8.64
2	20.5	95.8	8.61
3	20.5	95.5	8.62
4	20.5	95.4	8.58
5	20.6	94.8	8.54
6	20.6	94.2	8.45

# APPENDIX 2 - 2016 LABORATORY RESULTS FOR WATER QUALITY CHARACTERISTICS

NOTE – THE LABORATORY RESULTS FOR SITE 4 ARE SHOWN AS SITE X



Kenora Resource Consultants Inc.

ATTN: RYAN HAINES

SITE 155, COMPARTMENT 14, RR1

KENORA ON P9N 3W7

Date Received: 09-MAY-16

Report Date: 26-MAY-16 12:00 (MT)

Version: FINAL

Client Phone: 807-548-8123

## Certificate of Analysis

Lab Work Order #: L1765695
Project P.O. #: NOT SUBMITTED

Job Reference: BLACK STURGEON LAKES

C of C Numbers: Legal Site Desc:

Mo

Hua Wo

Chemistry Laboratory Manager

[This report shall not be reproduced except in full without the written authority of the Laboratory.]

ADDRESS: 1329 Niakwa Road East, Unit 12, Winnipeg, MB R2J 3T4 Canada | Phone: +1 204 255 9720 | Fax: +1 204 255 9721

ALS CANADA LTD Part of the ALS Group A Campbell Brothers Limited Company



L1765695 CONTD.... PAGE 2 of 10 Version: FINAL

Sample Details/Parameters	Result	Qualifier*	D.L.	Units	Extracted	Analyzed	Batch
L1765695-1 BS-2016-SITE X							
Sampled By: RH on 08-MAY-16 @ 10:40							
Matrix: RAW							
MB Chemistry for PWS							
Alkalinity, Bicarbonate							
Bicarbonate (HCO3)	18.8		1.2	mg/L		25-MAY-16	
Alkalinity, Carbonate							
Carbonate (CO3)	<0.60		0.60	mg/L		25-MAY-16	
Alkalinity, Hydroxide	-0.24		0.24			25-MAY-16	
Hydroxide (OH) Alkalinity, Total (as CaCO3)	<0.34		0.34	mg/L		25-IVIA 1 - 16	
Alkalinity, Total (as CaCO3)	15.4		1.0	mg/L		24-MAY-16	R3464053
Ammonia by colour							
Ammonia, Total (as N)	<0.010		0.010	mg/L		10-MAY-16	R3455381
Bromide in Water by IC							
Bromide (Br)	<0.10		0.10	mg/L		09-MAY-16	R3454296
Chloride in Water by IC (Low Level) Chloride (Cl)	4.09		0.10	mg/L		09-MAY-16	R3454296
Colour, True	7.03		0.10	'''9/L		30 WIA 1-10	110707230
Colour, True	28.0		5.0	CU		09-MAY-16	R3454396
Conductivity							
Conductivity	50.7		1.0	umhos/cm		24-MAY-16	R3464053
Dissolved Organic Carbon by Combustion	7.00		0.50	,,		44.84837.46	D0.450050
Dissolved Organic Carbon	7.88		0.50	mg/L		11-MAY-16	R3456850
Fluoride in Water by IC Fluoride (F)	0.041		0.020	mg/L		09-MAY-16	R3454296
Hardness Calculated	0.011		0.020	9, =			110101200
Hardness (as CaCO3)	18.4		0.30	mg/L		12-MAY-16	
Langelier Index 4C							
Langelier Index (4 C)	-2.9					25-MAY-16	
Langelier Index 60C Langelier Index (60 C)	-2.1					25-MAY-16	
Nitrate in Water by IC (Low Level)	-2.1					25-1017 1-10	
Nitrate (as N)	0.0193		0.0050	mg/L		09-MAY-16	R3454296
Nitrite in Water by IC (Low Level)							
Nitrite (as N)	<0.0010		0.0010	mg/L		09-MAY-16	R3454296
Sulfate in Water by IC	0.05		0.00	,,		00 1411/40	D0 45 4000
Sulfate (SO4)	2.05		0.30	mg/L		09-MAY-16	R3454296
Total Dissolved Solids (TDS) Total Dissolved Solids	58		13	mg/L		10-MAY-16	R3455436
Total Metals by ICP-MS			.0				
Aluminum (Al)-Total	0.0658		0.0050	mg/L	11-MAY-16	11-MAY-16	R3456024
Antimony (Sb)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Arsenic (As)-Total	0.00027		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Barium (Ba)-Total	0.00834		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Beryllium (Be)-Total Bismuth (Bi)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Boron (B)-Total	<0.00020 <0.010		0.00020 0.010	mg/L mg/L	11-MAY-16 11-MAY-16	11-MAY-16 11-MAY-16	R3456024 R3456024
Cadmium (Cd)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Calcium (Ca) - Total	5.09		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Cesium (Cs)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Chromium (Cr)-Total	<0.0010		0.0010	mg/L	11-MAY-16	11-MAY-16	R3456024
Cobalt (Co)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Copper (Cu)-Total	0.00061		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Iron (Fe)-Total	0.125		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Lead (Pb)-Total	<0.000090		0.000090	mg/L	11-MAY-16	11-MAY-16	R3456024

<sup>\*</sup> Refer to Referenced Information for Qualifiers (if any) and Methodology.

L1765695 CONTD.... PAGE 3 of 10 Version: FINAL

Sample Details/Parameters	Result	Qualifier*	D.L.	Units	Extracted	Analyzed	Batch
L1765695-1 BS-2016-SITE X							
Sampled By: RH on 08-MAY-16 @ 10:40							
Matrix: RAW							
Total Metals by ICP-MS							
Lithium (Li)-Total	<0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Magnesium (Mg)-Total	1.37		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Manganese (Mn)-Total	0.0124		0.00030	mg/L	11-MAY-16	11-MAY-16	R3456024
Molybdenum (Mo)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Nickel (Ni)-Total	< 0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Phosphorus (P)-Total	<0.10		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Potassium (K)-Total	1.02		0.020	mg/L	11-MAY-16	11-MAY-16	R3456024
Rubidium (Rb)-Total	0.00204		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Selenium (Se)-Total	< 0.0010		0.0010	mg/L	11-MAY-16	11-MAY-16	R3456024
Silicon (Si)-Total	1.49		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Silver (Ag)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Sodium (Na)-Total	2.94		0.030	mg/L	11-MAY-16	11-MAY-16	R3456024
Strontium (Sr)-Total	0.0244		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Tellurium (Te)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Thallium (TI)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Thorium (Th)-Total Tin (Sn)-Total	<0.00010		0.00010 0.00020	mg/L	11-MAY-16 11-MAY-16	11-MAY-16 11-MAY-16	R3456024 R3456024
Titanium (Ti)-Total	<0.00020 0.00130		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Tungsten (W)-Total	<0.00130		0.00030	mg/L mg/L	11-MAY-16	11-MAY-16	R3456024
Uranium (U)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Vanadium (V)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Zinc (Zn)-Total	<0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Zirconium (Zr)-Total	<0.0040		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Total Organic Carbon by Combustion	10.00010		0.00010	9/ =			110 10002 1
Total Organic Carbon	7.57		0.50	mg/L		11-MAY-16	R3456833
Turbidity							
Turbidity	2.13		0.10	NTU		09-MAY-16	R3454392
UV Transmittance (Calculated) Transmittance, UV (254 nm)	47.4		1.0	% T		10-MAY-16	R3456518
pH	47.4		1.0	70 1		10-10121-10	13430310
pH	6.73		0.10	pH units		24-MAY-16	R3464053
Miscellaneous Parameters	0.70		0.10	p ao			110101000
Phosphorus (P)-Total	0.011		0.010	mg/L		11-MAY-16	R3455770
Total Kjeldahl Nitrogen	0.35		0.20	mg/L	17-MAY-16	18-MAY-16	R3460332
L1765695-2 BS-2016-SITE 3			5.25	⊌, ⊏			
Sampled By: RH on 08-MAY-16 @ 11:00							
Matrix: RAW							
MB Chemistry for PWS							
Alkalinity, Bicarbonate							
Bicarbonate (HCO3)	27.9		1.2	mg/L		19-MAY-16	
Alkalinity, Carbonate							
Carbonate (CO3)	<0.60		0.60	mg/L		19-MAY-16	
Alkalinity, Hydroxide Hydroxide (OH)	<0.34		0.34	mg/L		19-MAY-16	
Alkalinity, Total (as CaCO3) Alkalinity, Total (as CaCO3)	22.9		1.0	mg/L		17-MAY-16	R3460739
Ammonia by colour Ammonia, Total (as N)	<0.010		0.010	mg/L		10-MAY-16	R3455381
Bromide in Water by IC Bromide (Br)							
	<0.10	1 1	0.10	mg/L	I	09-MAY-16	R3454296

<sup>\*</sup> Refer to Referenced Information for Qualifiers (if any) and Methodology.

L1765695 CONTD.... PAGE 4 of 10 Version: FINAL

Sample Details/Parameters	Result	Qualifier*	D.L.	Units	Extracted	Analyzed	Batch
L1765695-2 BS-2016-SITE 3							
Sampled By: RH on 08-MAY-16 @ 11:00							
Matrix: RAW							
Chloride in Water by IC (Low Level) Chloride (CI)	4.76		0.10	mg/L		09-MAY-16	R3454296
Colour, True Colour, True	29.6		5.0	CU		09-MAY-16	R3454396
Conductivity Conductivity	56.5		1.0	umhos/cm		17-MAY-16	R3460739
Dissolved Organic Carbon by Combustion Dissolved Organic Carbon	8.18		0.50	mg/L		11-MAY-16	R3456850
Fluoride in Water by IC							
Fluoride (F)  Hardness Calculated	0.038		0.020	mg/L		09-MAY-16	R3454296
Hardness (as CaCO3)  Langelier Index 4C	20.5		0.30	mg/L		12-MAY-16	
Langelier Index (4 C)	-2.6					26-MAY-16	
Langelier Index 60C Langelier Index (60 C)	-1.8					26-MAY-16	
Nitrate in Water by IC (Low Level) Nitrate (as N)	<0.0050		0.0050	mg/L		09-MAY-16	R3454296
Nitrite in Water by IC (Low Level) Nitrite (as N)	<0.0010		0.0010	mg/L		09-MAY-16	R3454296
Sulfate in Water by IC Sulfate (SO4)	2.09		0.30	mg/L		09-MAY-16	R3454296
Total Dissolved Solids (TDS) Total Dissolved Solids	53	HTD	13	mg/L		24-MAY-16	R3465207
Total Metals by ICP-MS							
Aluminum (AI)-Total	0.0525		0.0050	mg/L	11-MAY-16	11-MAY-16	R3456024
Antimony (Sb)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Arsenic (As)-Total	0.00027		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Barium (Ba)-Total	0.00851		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Beryllium (Be)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Bismuth (Bi)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Boron (B)-Total	<0.010		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Cadmium (Cd)-Total	<0.000010		0.000010	mg/L	11-MAY-16	11-MAY-16	R3456024
Calcium (Ca)-Total	5.84		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Cesium (Cs)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Chromium (Cr)-Total	<0.0010		0.0010	mg/L	11-MAY-16	11-MAY-16	R3456024
Cobalt (Co)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Copper (Cu)-Total	0.00057		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Iron (Fe)-Total	0.096		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Lead (Pb)-Total	<0.000090		0.000090	mg/L	11-MAY-16	11-MAY-16	R3456024
Lithium (Li)-Total	<0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Magnesium (Mg)-Total	1.43		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Manganese (Mn)-Total	0.00608		0.00030	mg/L	11-MAY-16	11-MAY-16	R3456024
Molybdenum (Mo)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Nickel (Ni)-Total	<0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Phosphorus (P)-Total	<0.10		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Potassium (K)-Total	1.03		0.020	mg/L	11-MAY-16	11-MAY-16	R3456024
Rubidium (Rb)-Total	0.00203		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Selenium (Se)-Total	<0.0010		0.0010	mg/L	11-MAY-16	11-MAY-16	R3456024
Silicon (Si)-Total	1.22		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Silver (Ag)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Sodium (Na)-Total Strontium (Sr)-Total	3.40 0.0263		0.030 0.00010	mg/L mg/L	11-MAY-16 11-MAY-16	11-MAY-16 11-MAY-16	R3456024 R3456024
Strontium (Sr)-1otal	0.0263		0.00010	mg/L	11-MAY-16	11-MAY-16	K3456024

<sup>\*</sup> Refer to Referenced Information for Qualifiers (if any) and Methodology.

L1765695 CONTD.... PAGE 5 of 10 Version: FINAL

Sample Details/Parameters	Result	Qualifier*	D.L.	Units	Extracted	Analyzed	Batch
L1765695-2 BS-2016-SITE 3							
Sampled By: RH on 08-MAY-16 @ 11:00							
Matrix: RAW							
Total Metals by ICP-MS							
Tellurium (Te)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Thallium (TI)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Thorium (Th)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Tin (Sn)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Titanium (Ti)-Total	0.00106		0.00050	mg/L	11-MAY-16	11-MAY-16	R3456024
Tungsten (W)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Uranium (U)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Vanadium (V)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Zinc (Zn)-Total Zirconium (Zr)-Total	<0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Total Organic Carbon by Combustion	<0.00040		0.00040	mg/L	11-MAY-16	11-MAY-16	R3456024
Total Organic Carbon by Combustion  Total Organic Carbon	7.83		0.50	mg/L		11-MAY-16	R3456833
Turbidity	7.00		5.50	g, L			. 10 100000
Turbidity	1.38		0.10	NTU		09-MAY-16	R3454392
UV Transmittance (Calculated)							
Transmittance, UV (254 nm)	55.2		1.0	% T		10-MAY-16	R3456518
рН							
pH	6.86		0.10	pH units		17-MAY-16	R3460739
Miscellaneous Parameters							
Phosphorus (P)-Total	0.011		0.010	mg/L		11-MAY-16	R3455770
Total Kjeldahl Nitrogen	0.33		0.20	mg/L	17-MAY-16	18-MAY-16	R3460332
L1765695-3 BS-2016-SITE 2							
Sampled By: RH on 08-MAY-16 @ 11:30							
Matrix: RAW MB Chemistry for PWS							
Alkalinity, Bicarbonate Bicarbonate (HCO3)	26.5		1.2	mg/L		19-MAY-16	
Alkalinity, Carbonate			• • •				
Carbonate (CO3)	<0.60		0.60	mg/L		19-MAY-16	
Alkalinity, Hydroxide							
Hydroxide (OH)	<0.34		0.34	mg/L		19-MAY-16	
Alkalinity, Total (as CaCO3)				,,		4=	
Alkalinity, Total (as CaCO3)	21.7		1.0	mg/L		17-MAY-16	R3460739
Ammonia by colour Ammonia, Total (as N)	<0.010		0.010	mg/L		10-MAY-16	R3455381
Bromide in Water by IC Bromide (Br)	.0.40		0.40	ma/l		00 MAY 40	D2454000
	<0.10		0.10	mg/L		09-MAY-16	R3454296
Chloride in Water by IC (Low Level) Chloride (CI)	4.16		0.10	mg/L		09-MAY-16	R3454296
Colour, True	7.10		0.10	g/ L		30 WIA 1-10	110707230
Colour, True	24.2		5.0	CU		09-MAY-16	R3454396
Conductivity							
Conductivity	57.3		1.0	umhos/cm		17-MAY-16	R3460739
Dissolved Organic Carbon by Combustion Dissolved Organic Carbon	7.78		0.50	mg/L		11-MAY-16	R3456850
Fluoride in Water by IC Fluoride (F)	0.044		0.020	mg/L		09-MAY-16	R3454296
Hardness Calculated	0.017		3.020				
Hardness (as CaCO3)	19.7		0.30	mg/L		12-MAY-16	
Langelier Index 4C						00 84434 1 2	
Langelier Index (4 C)	-2.7					26-MAY-16	
Langelier Index 60C				1			

<sup>\*</sup> Refer to Referenced Information for Qualifiers (if any) and Methodology.

L1765695 CONTD.... PAGE 6 of 10 Version: FINAL

Sample Details/Parameters	Result	Qualifier*	D.L.	Units	Extracted	Analyzed	Batch
L1765695-3 BS-2016-SITE 2							
Sampled By: RH on 08-MAY-16 @ 11:30							
Matrix: RAW							
Langelier Index 60C Langelier Index (60 C)	-1.9					26-MAY-16	
Nitrate in Water by IC (Low Level)							
Nitrate (as N)	0.0490		0.0050	mg/L		09-MAY-16	R3454296
Nitrite in Water by IC (Low Level)							
Nitrite (as N)	<0.0010		0.0010	mg/L		09-MAY-16	R3454296
Sulfate in Water by IC				"		00 14437 40	
Sulfate (SO4)	1.97		0.30	mg/L		09-MAY-16	R3454296
Total Dissolved Solids (TDS) Total Dissolved Solids	52	HTD	13	mg/L		24-MAY-16	R3465207
Total Metals by ICP-MS	02			9/ =			110100207
Aluminum (Al)-Total	0.0655		0.0050	mg/L	11-MAY-16	11-MAY-16	R3456024
Antimony (Sb)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Arsenic (As)-Total	0.00030		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Barium (Ba)-Total	0.00822		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Beryllium (Be)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Bismuth (Bi)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Boron (B)-Total	<0.010		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Cadmium (Cd)-Total	<0.000010		0.000010	mg/L	11-MAY-16	11-MAY-16	R3456024
Calcium (Ca)-Total	5.25		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Cesium (Cs)-Total Chromium (Cr)-Total	<0.00010 <0.0010		0.00010 0.0010	mg/L mg/L	11-MAY-16 11-MAY-16	11-MAY-16 11-MAY-16	R3456024 R3456024
Cobalt (Co)-Total	<0.0010		0.0010	mg/L	11-MAY-16	11-MAY-16	R3456024
Copper (Cu)-Total	0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Iron (Fe)-Total	0.111		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Lead (Pb)-Total	<0.000090		0.000090	mg/L	11-MAY-16	11-MAY-16	R3456024
Lithium (Li)-Total	<0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Magnesium (Mg)-Total	1.61		0.010	mg/L	11-MAY-16	11-MAY-16	R3456024
Manganese (Mn)-Total	0.0151		0.00030	mg/L	11-MAY-16	11-MAY-16	R3456024
Molybdenum (Mo)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Nickel (Ni)-Total	<0.0020		0.0020	mg/L	11-MAY-16	11-MAY-16	R3456024
Phosphorus (P)-Total	<0.10		0.10	mg/L	11-MAY-16	11-MAY-16	R3456024
Potassium (K)-Total	0.995		0.020	mg/L	11-MAY-16	11-MAY-16	R3456024
Rubidium (Rb)-Total Selenium (Se)-Total	0.00193 <0.0010		0.00020 0.0010	mg/L mg/L	11-MAY-16 11-MAY-16	11-MAY-16 11-MAY-16	R3456024 R3456024
Silicon (Si)-Total	1.07		0.0010	mg/L	11-MAY-16	11-MAY-16	R3456024
Silver (Ag)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Sodium (Na)-Total	3.07		0.030	mg/L	11-MAY-16	11-MAY-16	R3456024
Strontium (Sr)-Total	0.0230		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Tellurium (Te)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Thallium (TI)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Thorium (Th)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Tin (Sn)-Total	<0.00020		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Titanium (Ti)-Total	0.00162		0.00050	mg/L	11-MAY-16	11-MAY-16	R3456024
Tungsten (W)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Uranium (U)-Total	<0.00010		0.00010	mg/L	11-MAY-16	11-MAY-16	R3456024
Vanadium (V)-Total	0.00022		0.00020	mg/L	11-MAY-16	11-MAY-16	R3456024
Zinc (Zn)-Total Zirconium (Zr)-Total	<0.0020 <0.00040		0.0020 0.00040	mg/L	11-MAY-16 11-MAY-16	11-MAY-16 11-MAY-16	R3456024 R3456024
Total Organic Carbon by Combustion	<0.00040		0.00040	mg/L	1 1-1VIA 1-10	11-101-17	13430024
Total Organic Carbon by Combustion Total Organic Carbon	8.14		0.50	mg/L		13-MAY-16	R3458779
<b>Turbidity</b> Turbidity	1.31		0.10	NTU		09-MAY-16	R3454392
•			<b>-</b>				

<sup>\*</sup> Refer to Referenced Information for Qualifiers (if any) and Methodology.

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Sample Details/Parameters	Result	Qualifier*	D.L.	Units	Extracted	Analyzed	Batch
L1765695-3 BS-2016-SITE 2							
Sampled By: RH on 08-MAY-16 @ 11:30							
Matrix: RAW							
UV Transmittance (Calculated)							
Transmittance, UV (254 nm)	58.6		1.0	% T		10-MAY-16	R3456518
Hq							
рН	6.78		0.10	pH units		17-MAY-16	R3460739
Miscellaneous Parameters							
Phosphorus (P)-Total	0.012		0.010	mg/L		11-MAY-16	R3455770
Total Kjeldahl Nitrogen	0.35		0.20	mg/L	17-MAY-16	18-MAY-16	R3460332
					<u> </u>		

<sup>\*</sup> Refer to Referenced Information for Qualifiers (if any) and Methodology.

**BLACK STURGEON LAKES** L1765695 CONTD....

Reference Information

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Sample Parameter Qualifier Kev:

Qualifier	Description
В	Method Blank exceeds ALS DQO. All associated sample results are at least 5 times greater than blank levels and are considered reliable.
HTD	Hold time exceeded for re-analysis or dilution, but initial testing was conducted within hold time.
MS-B	Matrix Spike recovery could not be accurately calculated due to high analyte background in sample.

#### **Test Method References:**

ALS Test Code	Matrix	Test Description	Method Reference**
ALK-CO3CO3-CALC-WP	Water	Alkalinity, Carbonate	CALCULATION

The Alkalinity of water is a measure of its acid neutralizing capacity. Alkalinity is imparted by bicarbonate, carbonate and hydroxide components of water. The fraction of alkalinity contributed by carbonate is calculated and reported as mg CO3 2-/L.

Water

ALK-HCO3HCO3-CALC-Alkalinity, Bicarbonate CALCULATION WP

The Alkalinity of water is a measure of its acid neutralizing capacity. Alkalinity is imparted by bicarbonate, carbonate and hydroxide components of water. The fraction of alkalinity contributed by bicarbonate is calculated and reported as mg HCO3-/L

ALK-OHOH-CALC-WP Water Alkalinity, Hydroxide CALCULATION

The Alkalinity of water is a measure of its acid neutralizing capacity. Alkalinity is imparted by bicarbonate, carbonate and hydroxide components of water. The fraction of alkalinity contributed by hydroxide is calculated and reported as mg OH-/L.

ALK-TITR-WP Water Alkalinity, Total (as CaCO3) **APHA 2320B** 

The Alkalinity of water is a measure of its acid neutralizing capacity. Alkalinity is imparted by bicarbonate, carbonate and hydroxide components of water. Total alkalinity is determined by titration with a strong standard mineral acid to the successive HCO3- and H2CO3 endpoints indicated electrometrically.

**BR-IC-N-WP** Water Bromide in Water by IC EPA 300.1 (mod)

Inorganic anions are analyzed by Ion Chromatography with conductivity and/or UV detection.

C-DOC-HTC-WP **APHA 5310 B-WP** Water Dissolved Organic Carbon by Combustion

Filtered (0.45 um) sample is acidified and purged to remove inorganic carbon, then injected into a heated reaction chamber where organic carbon is oxidized to CO2 which is then transported in the carrier gas stream and measured via a non-dispersive infrared analyzer.

**APHA 5310 B-WP** Total Organic Carbon by Combustion

Sample is acidified and purged to remove inorganic carbon, then injected into a heated reaction chamber where organic carbon is oxidized to CO2 which is then transported in the carrier gas stream and measured via a non-dispersive infrared analyzer.

CL-L-IC-N-WP Chloride in Water by IC (Low Level) Water EPA 300.1 (mod)

Inorganic anions are analyzed by Ion Chromatography with conductivity and/or UV detection.

COLOUR-TRUE-WP Water Colour, True **APHA 2120C** 

True Colour is measured spectrophotometrically by comparison to platinum-cobalt standards using the single wavelength method (450 - 465 nm) after filtration of sample through a 0.45 um filter. Colour measurements can be highly pH dependent, and apply to the pH of the sample as received (at time of testing), without pH adjustment. Concurrent measurement of sample pH is recommended.

EC-WP **APHA 2510B** Water Conductivity

Conductivity of an aqueous solution refers to its ability to carry an electric current. Conductance of a solution is measured between two spatially fixed and chemically inert electrodes.

ETL-HARDNESS-TOT-WP Water Hardness Calculated HARDNESS CALCULATED

**ETL-LANGELIER-4-WP** Calculated Water Langelier Index 4C **ETL-LANGELIER-60-WP** Water Langelier Index 60C Calculated F-IC-N-WP Fluoride in Water by IC EPA 300.1 (mod) Water

Inorganic anions are analyzed by Ion Chromatography with conductivity and/or UV detection.

IONBALANCE-CALC-WP Water Ion Balance Calculation **APHA 1030E** 

MET-T-L-MS-WP APHA 3030E/EPA 6020A-TL Water Total Metals by ICP-MS

This analysis involves preliminary sample treatment by hotblock acid digestion (APHA 3030E). Instrumental analysis is by inductively coupled plasma -

**BLACK STURGEON LAKES** L1765695 CONTD....

**Reference Information** 

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Test Method References:

**ALS Test Code** Matrix Method Reference\* **Test Description** 

mass spectrometry (EPA Method 6020A).

N-TOTKJ-WP Water Total Kieldahl Nitrogen Quickchem method 10-107-06-2-E Lachat

Samples are digested with a sulphuric acid solution, cooled, diluted with water, and analyzed for ammonia. Total Kjeldahl nitrogen is the sum of freeammonia and organic nitrogen compounds which are converted to ammonium sulphate through this digestion process. Analysis is performed by Flow

Analysis (FIA). The pH of the digested sample is raised to a known, basic pH by neutralization with a concentrated buffer solution. This neutralization converts the ammonium cation to ammonia. The ammonia produced is heated with saliclyate and hypochlorite to produce blue colour which is proportional to the ammonia concentration.

NH3-COL-WP

Water

Ammonia by colour

APHA 4500 NH3 F

Ammonia in water samples forms indophenol when reacted with hypochlorite and phenol. The intensity is amplified by the addition of sodium nitroprusside and measured colourmetrically.

NO2-L-IC-N-WP

Nitrite in Water by IC (Low Level)

EPA 300.1 (mod)

Inorganic anions are analyzed by Ion Chromatography with conductivity and/or UV detection.

NO3-L-IC-N-WP

Nitrate in Water by IC (Low Level)

EPA 300.1 (mod)

Inorganic anions are analyzed by Ion Chromatography with conductivity and/or UV detection.

P-T-COL-WP

Phosphorus, Total

APHA 4500 P PHOSPHORUS

This analysis is carried out using procedures adapted from APHA Method 4500-P "Phosphorus". Total Phosphorus is determined colourimetrically after persulphate digestion of the sample.

PH-WP **APHA 4500H** Water

The pH of a sample is the determination of the activity of the hydrogen ions by potentiometric measurement using a standard hydrogen electrode and a

reference electrode.

SO4-IC-N-WP

TURBIDITY-WP

Water

Sulfate in Water by IC

EPA 300.1 (mod)

Inorganic anions are analyzed by Ion Chromatography with conductivity and/or UV detection.

Total Dissolved Solids (TDS)

APHA 2540 SOLIDS C,E

APHA 2130B (modified)

A well-mixed sample is filtered through a glass fiber filter paper. The filtrate is then evaportaed to dryness in a pre-weighed vial and dried at 180 – 2C.

The increase in vial weight represents the total dissolved solids. Water

Turbidity Turbidity in aqueous matrices is determined by the nephelometric method.

**UV-%TRANS-WP** 

Water

**UV Transmittance (Calculated)** 

**APHA 5910B** 

Test method is adapted from APHA Method 5910B. A sample is filtered through a 0.45 um filter and its UV Absorbance is measured in a quartz cell at 254 nm. UV Transmittance is calculated from the UV Absorbance result and reported as UV Transmittance per cm. The analysis is carried out without pH adjustment.

\*\* ALS test methods may incorporate modifications from specified reference methods to improve performance.

The last two letters of the above test code(s) indicate the laboratory that performed analytical analysis for that test. Refer to the list below:

**Laboratory Definition Code Laboratory Location** 

WP ALS ENVIRONMENTAL - WINNIPEG, MANITOBA, CANADA

**Chain of Custody Numbers:** 

**BLACK STURGEON LAKES** L1765695 CONTD....

**Reference Information** 

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#### **Test Method References:**

**ALS Test Code** Matrix Method Reference\*\* **Test Description** 

#### **GLOSSARY OF REPORT TERMS**

Surrogates are compounds that are similar in behaviour to target analyte(s), but that do not normally occur in environmental samples. For applicable tests, surrogates are added to samples prior to analysis as a check on recovery. In reports that display the D.L. column, laboratory objectives for surrogates are listed there.

mg/kg - milligrams per kilogram based on dry weight of sample

mg/kg wwt - milligrams per kilogram based on wet weight of sample mg/kg lwt - milligrams per kilogram based on lipid-adjusted weight

mg/L - unit of concentration based on volume, parts per million.

< - Less than.

D.L. - The reporting limit.

N/A - Result not available. Refer to qualifier code and definition for explanation.

Test results reported relate only to the samples as received by the laboratory.

UNLESS OTHERWISE STATED, ALL SAMPLES WERE RECEIVED IN ACCEPTABLE CONDITION.

Analytical results in unsigned test reports with the DRAFT watermark are subject to change, pending final QC review.





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Page	of	1

	<del></del>	T.	L1765695	i-COEC				<del></del>					
Report To		#	L1700000	, 00, 0							ubject to avai	lability)	
Company: Kenora Resource Constultar	its Inc.					Regular (Standard Turnaround Times - Business Days)  Priority (2-4 Business Days) - 50% Surcharge - Contact ALS to Confirm TAT							
Contact: RYAN HAINES		✓PDF											
Address: Site 155, Compartment 14, F	₹R1	Email 1:	ryanhaines123@			Emergency (1-2 Bus, Days) - 100% Surcharge - Contact ALS to Confirm TAT							
Kenora, ON P9N 3W7		Email 2:	ryan.haines@ke	<u>noraconsultant</u>	s.com_	Same Day or Weekend Emergency - Contact ALS to Confirm TAT							
Phone: 807-465-5689	Fax:	Email 3:								Request			
Invoice To Same as Report?			roject Informatio	on		Pleas	e indica	ite below F	iltered, F	reserved c	r both (F, P	, F/P)	
Hardcopy of Invoice with Report?	s 🗌 No	Job #:							<u> </u>				
Company:		PO / AFE											
Contact:		LSD:											
Address:		<u> </u>											er.
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Kenora Resource Consultants Inc.

ATTN: RYAN HAINES

SITE 155, COMPARTMENT 14, RR1

KENORA ON P9N 3W7

Date Received: 29-AUG-16

Report Date: 31-AUG-16 14:17 (MT)

Version: FINAL

Client Phone: 807-548-8123

## Certificate of Analysis

Lab Work Order #: L1820250
Project P.O. #: NOT SUBMITTED

Job Reference: C of C Numbers: Legal Site Desc:

Whe

Hua Wo

Chemistry Laboratory Manager

[This report shall not be reproduced except in full without the written authority of the Laboratory.]

ADDRESS: 1329 Niakwa Road East, Unit 12, Winnipeg, MB R2J 3T4 Canada | Phone: +1 204 255 9720 | Fax: +1 204 255 9721

ALS CANADA LTD Part of the ALS Group A Campbell Brothers Limited Company



Sample Details/Parameters	Result	Qualifier*	D.L.	Units	Extracted	Analyzed	Batch
L1820250-1 BS-2016 SITE 2-S							
Sampled By: RH on 28-AUG-16 @ 11:30							
Matrix: RAW WATER							
Miscellaneous Parameters							
Phosphorus (P)-Total	0.012		0.010	mg/L		31-AUG-16	R3537980
L1820250-2 BS-2016 SITE 2-B							
Sampled By: RH on 28-AUG-16 @ 11:30							
Matrix: RAW WATER Miscellaneous Parameters							
Phosphorus (P)-Total	0.018		0.010	mg/L		31-AUG-16	R3537980
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Miscellaneous Parameters							
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Matrix: RAW WATER							
Miscellaneous Parameters							
Phosphorus (P)-Total	0.036		0.010	mg/L		31-AUG-16	R3537980
L1820250-5 BS-2016 SITE X-S							
Sampled By: RH on 28-AUG-16 @ 10:15							
Matrix: RAW WATER							
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L1820250-6 BS-2016 SITE X-B							
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Miscellaneous Parameters							
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<sup>\*</sup> Refer to Referenced Information for Qualifiers (if any) and Methodology.

L1820250 CONTD.... PAGE 3 of 3

Version: FINAL

## **Reference Information**

**Test Method References:** 

ALS Test Code	Matrix	Test Description	Method Reference**
P-T-COL-WP	Water	Phosphorus, Total	APHA 4500 P PHOSPHORUS

This analysis is carried out using procedures adapted from APHA Method 4500-P "Phosphorus". Total Phosphorus is determined colourimetrically after persulphate digestion of the sample.

\*\* ALS test methods may incorporate modifications from specified reference methods to improve performance.

The last two letters of the above test code(s) indicate the laboratory that performed analytical analysis for that test. Refer to the list below:

Laboratory Definition Code	Laboratory Location
WP	ALS ENVIRONMENTAL - WINNIPEG, MANITOBA, CANADA

#### **Chain of Custody Numbers:**

#### **GLOSSARY OF REPORT TERMS**

Surrogates are compounds that are similar in behaviour to target analyte(s), but that do not normally occur in environmental samples. For applicable tests, surrogates are added to samples prior to analysis as a check on recovery. In reports that display the D.L. column, laboratory objectives for surrogates are listed there.

mg/kg - milligrams per kilogram based on dry weight of sample

mg/kg wwt - milligrams per kilogram based on wet weight of sample

mg/kg lwt - milligrams per kilogram based on lipid-adjusted weight

mg/L - unit of concentration based on volume, parts per million.

< - Less than.

D.L. - The reporting limit.

N/A - Result not available. Refer to qualifier code and definition for explanation.

Test results reported relate only to the samples as received by the laboratory.

UNLESS OTHERWISE STATED, ALL SAMPLES WERE RECEIVED IN ACCEPTABLE CONDITION.

Analytical results in unsigned test reports with the DRAFT watermark are subject to change, pending final QC review.



COC#

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Report To			41020200-0	JUFC		Servic	e Requeste	(Rush for routine	analysis subject	to availability	/)
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Kend	ora, ON P9N 3W7	Email 2:	ryan.haines@ke	<u>noraconsultants</u>	s.com	Same	Day or Weeken	d Emergency - Cont	act ALS to Confirm	TAT	
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#### **September 22, 2016**

### City Council Committee Report

To: Mayor and Council

Fr: James Tkachyk, Parks and Facilities Division Lead

Andrew Glassco, Manager of Community and Development Services

Re: Budget Amendment -Rideout Community Club Building Improvements

#### Recommendation:

That Council hereby approves an allocation of \$ 15,650.00 to be funded through the Community Club reserves for materials to improve the Rideout Community Club; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Capital Budget at its October 18, 2016 meeting to commit funds from the Community Club Reserve in the amount of \$15,650.00 to the Rideout Community Club while still committing to assist in funding Central Community Clubs building replacement in 2016 / 2017; and further

That Council gives three readings to a by-law to amend the 2016 budget for this purpose.

#### Background:

Back in February 2016 council approved resolution 7 which approved \$100,000.00 to the 2016 budget for Central Community Club thru the community club reserves for the replacement of Central Community Club. The Central Community Club has not spent any of the allocated funds and will not be starting replacement of the facility in 2016.

Currently the Rideout Community Club has a proposal from a local contractor whom is willing to make upgrades to the Rideout Community Club for just the cost of materials. The local contractor will supply all labour free of charge.

With the 2016 contribution to the community club reserve fund there is a total of \$104479.79 in reserves. \$100,000.00 of this has been earmarked to Central Community Club for the 2016 year, however the Central Club will not be utilizing much of or any of the funds allocated to them in 2016. The annual budget increase to the Community Club Reserve account is an increases of \$15,000.00 annually, and this would build up the reserve in 2017 to accommodate the commitment to Central Community Club. Therefore it is recommended that Council approve the \$15,650.00 for the Rideout Community Club in order that improvements can be completed in 2016. The local contractor will submit all material receipts for reimbursement from the City of Kenora.

#### **Budget:**

The Community Club Reserve account currently sits at \$104,479.00.

The Rideout Community Club is asking that \$15,650.00 be officially dedicated to Rideout Community Club to access for the purpose of improving and Repairs to the Club House and rink in 2016.

#### **Communication Plan/Notice By-law Requirements:**

Rideout Community Club, Manager of Corporate Services, Parks and Facilities Division Lead.

Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes.

#### **Strategic Plan or other Guiding Document:**

- 2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in good state of repair to ensure certainty, security and long-term stability of our systems.
- 2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support quality of life.

# The Corporation of the City of Kenora Council Resolution

Moved by Fras Konson

Resolution No.\_\_\_\_\_\_

#### February 16, 2016

That in order for Central Community Club to secure funding applications for the development and replacement of a new community club house,

commitment is required from the City to invest a portion of the building costs; and further

That Council hereby approves an allocation of \$100,000.00 to be included in the 2016 budget for Central Community Club through the Community Club Reserve for the replacement of the existing Community Club Facility.

Defeated \_\_ Carried \_\_ \_\_ Mayor \_\_ or A/Mayor

Recorded Vote	AYE	NAY	Dec. of Interest	Absent
Councillor Goss				
Councillor McMillan				
Councillor Reynard		***************************************		
Councillor Roussin				
Councillor Smith				
Councillor Wasacase				
Mayor Canfield			-	

DISTRIBUTION:			



#### **September 27, 2016**

### City Council Committee Report

TO: Mayor and Council

FR: Melissa Shaw, Planning Assistant

**RE:** Private Road Agreement between

5901058 Manitoba Ltd. and the City of Kenora

#### Recommendation:

That Mayor and Council authorizes the agreement between 5901058 Manitoba Ltd., owner of Block D & E Plan 158, in the City of Kenora, District of Kenora, more particularly described in Schedule "A" attached; and further

That legal access to the owner's land shall be by means of a private right-of-way described in Schedule "A" (the "Private Road"); and further

That all associated legal fees be the responsibility of 5901058 Manitoba Ltd.; and further

That the appropriate bylaw be passed for this purpose.

#### Background:

On March 14<sup>th</sup>, 2016, the subject lands, locally known as the "clarifier site" received consent to create a new lot under Section 53 of the Planning Act.

Section 3.8 and 8.11.5 of the City of Kenora Official Plan (2015) states that Development on private roads shall generally be discouraged, but may be permitted in exceptional circumstances. In these cases, land division may be permitted subject to such conditions set out in a Private Roads Agreement with the City. The authorization of this private road agreement is housekeeping in nature. The attached agreement has been approved by the City of Kenora Solicitor.

As per internal circulation, the following comments were received:

Municipal
Engineer

That with the potential of increase in traffic from commercial and residential development of the site, the east entrance/exit on to the north south section of Veterans' Drive is not suitable due to the hill to the south that makes this access egress point dangerous. The Municipal Engineer approves the Private Road agreement is a tool for the development proceed from a planning perspective to address the requirement that developments must front and or access a Municipal road. There is concurrence with this methodology so long as the Private road agreement is used as a mechanism to purely comply with the Official Plan and does not constitute the basis of an agreement for any transfer of the proposed private road to the municipality either now or

at some point in the future related to either pre or post development of the lands. In addition, during the future potential re-zoning and or sire plan amendment stages, it will be determined if access and or egress would be allowed via the north/south leg of Veterans Drive.

The subject lands are currently undeveloped; the Official Plan Designation is Residential Development Area (By-Law Number 20-2016), the land is zoned FD- Future Development within the City of Kenora Zoning by-law 101-2015. The purpose of the Future Development Overlay is to recognize land; older industrial sites or rural areas that may be prime locations for development. The permitted uses are restricted to "existing".

Once the final use is determined by the developer, an application for a zoning by-law amendment will be submitted to the City of Kenora. As part of that process, more focus will be placed on drainage, servicing, and proposed land tenure matters, the request for a traffic impact study and site plan control are mechanisms to address access and the number of intersections along Rupert/Veterans Drive.

Budget: N/A

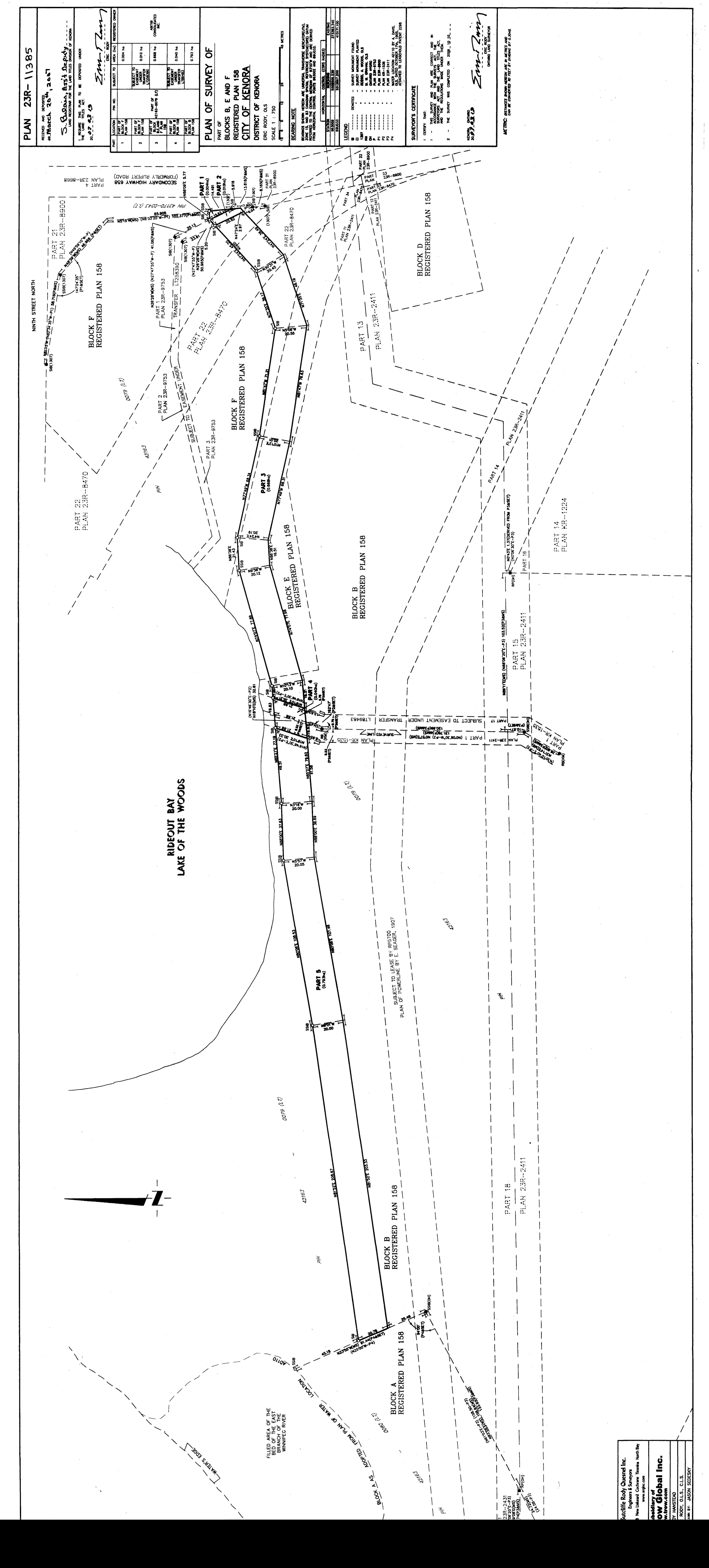
#### Communication Plan/Notice By-law Requirements:

Community Planning and Development, Operations, Property Owner, Property Owner, Agent, Filing

#### **Strategic Plan or other Guiding Documents:**

Forge strong, dynamic working relationships with the Kenora business community Foster and support entrepreneurial business and development

- 2-2 The City will keep in the forefront that there is a significant infrastructure deficit, and current and future Councils will need to continue to work towards allocating sufficient resources to be able to adequately address this issue.
- 2-6 The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing
- 2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision





## PROCLAMATION

# National Teen Driver Safety Week October 16-22, 2016

Whereas driving is an important and exciting rite of passage for youth; and

Whereas driving is also one of the riskiest activities for young people to engage in; and

Whereas teen driver safety is a significant issue in Canada; and

Whereas young drivers are over represented in all road-related injuries and fatalities; and

Whereas National Teen Driver Safety Week is a week dedicated to raising awareness and seeking solutions to preventable teen deaths on the road across Canada; and

Whereas everyone has a role to play in creating change amongst their peers, in classrooms and in their communities;

Now Therefore, I, David S. Canfield, Mayor for the City of Kenora, do hereby proclaim October 16-22, 2016 as **National Teen Driver Safety Week** in and for the City of Kenora.

Proclaimed at the City of Kenora this 4th day of October, 2016

**Mayor David S. Canfield** 

Ocuro Confield



## PROCLAMATION

### Waste Reduction Week October 17 - 23, 2016

Whereas as a Municipality, we are committed to reducing our waste, conserving resources, and educating the community about sustainable living; and

Whereas we recognize the generation of solid waste and the needless waste of resources as global environmental problems; and

Whereas we endeavor to take the lead in our community toward environmental sustainability;

Now Therefore, I, David S. Canfield, Mayor for the City of Kenora do hereby proclaim October 17-23, 2016 as **Waste Reduction Week** in and for the City of Kenora.

Proclaimed at the City of Kenora this 4th day of October, 2016

**Mayor David S. Canfield** 

Owid Confield



#### September 27, 2016

### City Council Committee Report

To: Mayor & Council

Fr: Devon McCloskey, City Planner

Re: Application for Zoning By-Law Amendment

File No.: D14-16-04

**Applicants: Marc DeGagne & Claudette Edie** 

#### 1. Introduction

An application for zoning by-law amendment is proposed to change the regulated zoning of property specifically indicated on the key map, from Rural ('RU') to Residential Third Density ('R3'), to allow for the development of apartment units.

The property is located at 1731 Railway Street, and described as Part of Block B, Plan M-28, being Part of Location D-52.

### 2. Existing Conditions

The property is fronting on Railway Street and backing onto Gould Road.

The property was previously developed with a single-detached dwelling, and golf course, but was destroyed due to fire. Currently Municipal water and waste water services are not extended.



Figure 1. Aerial image showing the location and approximate boundary of the subject property

#### 3. Description of Proposal

The applicants are requesting the amendment to allow for development of apartment units.

### 4. Consistency with Legislated Policy and City Directives

### a) Provincial Policy Statement (2014)

Several sections of the PPS provide direction and support for infill development of a compact form. Affordable housing, development that reduces sprawl, and accommodates seniors is an optimal and preferred form of housing development.

### b) City of Kenora Official Plan (2015)

The Land Use Designation of the property is Established Area, a designation that allows for a variety of residential and commercial uses. The property is located within Provincially Significant Wetlands, therefore as part of a complete application, the City required the applicant to retain a qualified professional to evaluate the development, to ascertain that no negative impacts to the function of the wetland would occur as a result of the proposal for development. The Environmental Impact Statement ('EIS') was submitted as requested, providing support for the application.

#### c) Zoning By-law No. 101-2015

The property is currently zoned Rural ('RU') and Environmental Protection ('EP'), a zoning by-law amendment will enable the zoning of the developable portion of the property to be changed to Residential Density 3 ('R3') to enable development of apartment units.

#### 5. Results of Interdepartmental and Agency Circulation

As of this date, departments have not provided comments (comments will be provided and summarized within a report for the Council meeting on October  $18^{th}$ ).

#### 6. Public Comments

The public meeting is scheduled to be held October 4<sup>th</sup>, 2016. Notice of the application was circulated on September 14<sup>th</sup> to property owners within 120 metres. Notice was also published in the Thursday, September 15<sup>th</sup>, edition of the Lake of the Woods Enterprise. Together with staff, Council will have the opportunity to evaluate the proposal in lieu of public comments on October 18<sup>th</sup>, 2016.

### 7. Planning Advisory Committee's (PAC) Recommendation

On September 21<sup>st</sup>, 2016, the applicants presented the Application for Zoning By-Law Amendment to the PAC.

Please review their resolution for a complete description of the recommendation shown in Figure 2 of page 4 of this report.

### Figure 2. PAC Resolution

Distribution:\_\_\_\_



The Corporation of the City of Kenora

#### PLANNING ADVISORY COMMITTEE MEETING RESOLUTION

MOVED BY: Robert Kotanski	_
SECONDED BY: Graham Chaze	DATE: September 20, 2016
resolved that the Planning advisory of the Corporation of the City of Kenora approx D14-16-04, in consideration of its merits evalually By-Law 101-2015, and the Provincial Porceommendation purely based on these matter on the Candition that the full and the recommendations	ves the proposed zoning by-law amendment ated against the Official Plan (2015), Zoning

DIVISION OF RECORDED VOTE			CARRIED DEFEATED	
Declaration of Interest (*)	NAME OF PLANNING MEMBER	YEAS	NAYS	
	Blake, Graham			1 .
	Chaze, Graham			
	Cianci, Vince			Wayne Hauld
	Gauld, Wayne			CHAIR (
	Kitowski, Robert			
	Pearson, Ray			
	Price, Chris			

#### 8. City Planner's Recommendation

That following a public meeting to hear submissions for the application for zoning by-law amendment D14-16-04 along with public comments; and further

That the recommendations of the Environmental Impact Statement submitted with the application are adhered to; and further

That Council gives three readings to a bylaw to authorize the approval of zoning bylaw amendment D14-6-04.

Devon McCloskey, RPP, MCIP

Jean Midakel

City Planner

#### Attachments (scanned separately from this report):

- Complete Application for Zoning By-Law Amendment
- Environmental Impact Statement April 2016
- Notice of Application and Public Meeting



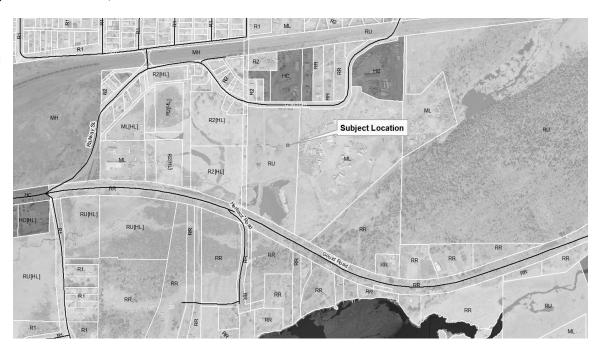
# Corporation of The City Of Kenora Notice of Complete Application and Public Meeting for an Amendment to Zoning By-Law No. 101-2015, File Number D14-16-04

Planning Act, R.S.O 1990, c.P13, s. 34

**Take Notice** that Council of the Corporation of the City of Kenora will hold a statutory public meeting, under Section 34 of the *Planning Act*, on **Tuesday**, **October 4**<sup>th</sup>, **2016 at 11:00 a.m.** in the Council Chambers, located at 1 Main Street South, to consider an amendment to Zoning By-law No. 101-2015. The Council of the Corporation of the City of Kenora will have the opportunity to consider a decision regarding the application at their regular meeting on October 18<sup>th</sup>, 2016.

Purpose and Effect: To change the regulated zoning of property specifically indicated on the key map, from Rural ('RU') to Residential Third Density ('R3'), to allow for the development of apartment units.

Location of Property: 1731 Railway Street, described as Part of Block B, Plan M-28, being Part of Location D-52.



Other Planning Applications Relevant To The Subject Location: No other applications have been received; however it is anticipated that an Application for Site Plan Approval will eventually be submitted and evaluated by the City.

**Public Meeting:** You are entitled to attend this public meeting in person to express your views about the application. If you are aware of any person interested in or affected by the application who has not received a copy of this notice you are requested to inform that person of this meeting. If you wish to make written comments on the application, they may be forwarded to the Clerk of The Corporation of the City of Kenora at the address noted above.

**Failure To Make Oral Or Written Submission:** If a person or public body does not make oral submissions at a public meeting or make written submissions to the Council of The Corporation of the City of Kenora before the by-law is passed:

- a) the person or public body is not entitled to appeal the decision of the Council of The Corporation of the City of Kenora to the Ontario Municipal Board.
- b) the person or public body may not be added as a party to the hearing of an appeal before the Ontario Municipal Board unless, in the opinion of the Board, there are reasonable grounds to do so.

Appeal of a decision of the Municipality in respect of this amendment to the Zoning By-Law may be made by any person or public body not later than 20 days after notice of the decision is given.

**Notice Of Decision:** If you wish to be notified of the decision of the Council of The Corporation of the City of Kenora in respect of the application for Zoning By-Law Amendment, you must make a written request to the Council of The Corporation of the City of Kenora at the address shown below.

**Additional Information** relating to the proposed zoning by-law amendments is available for inspection during regular office hours at the Operations Centre at 60 Fourteenth Street North, 2<sup>nd</sup> Floor. Please contact Devon McCloskey, at 807-467-2059 or dmccloskey@kenora.ca if you are require more information.

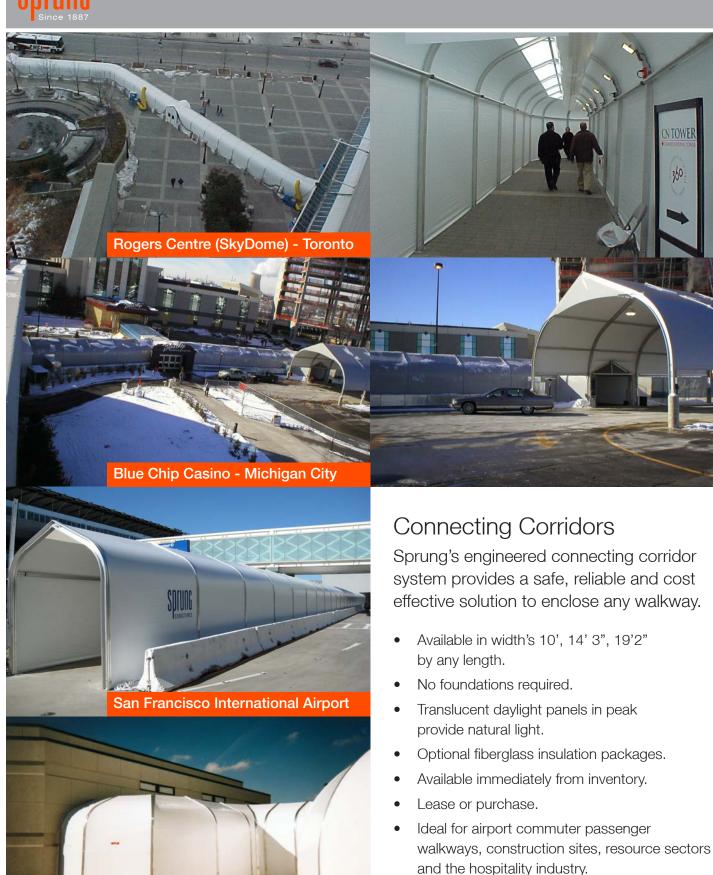
Personal information that accompanies a submission will be collected under the authority of the Planning Act and may form part of the public record which may be released to the public.

Dated at the City of Kenora this 15th day of September, 2016

NTOWER



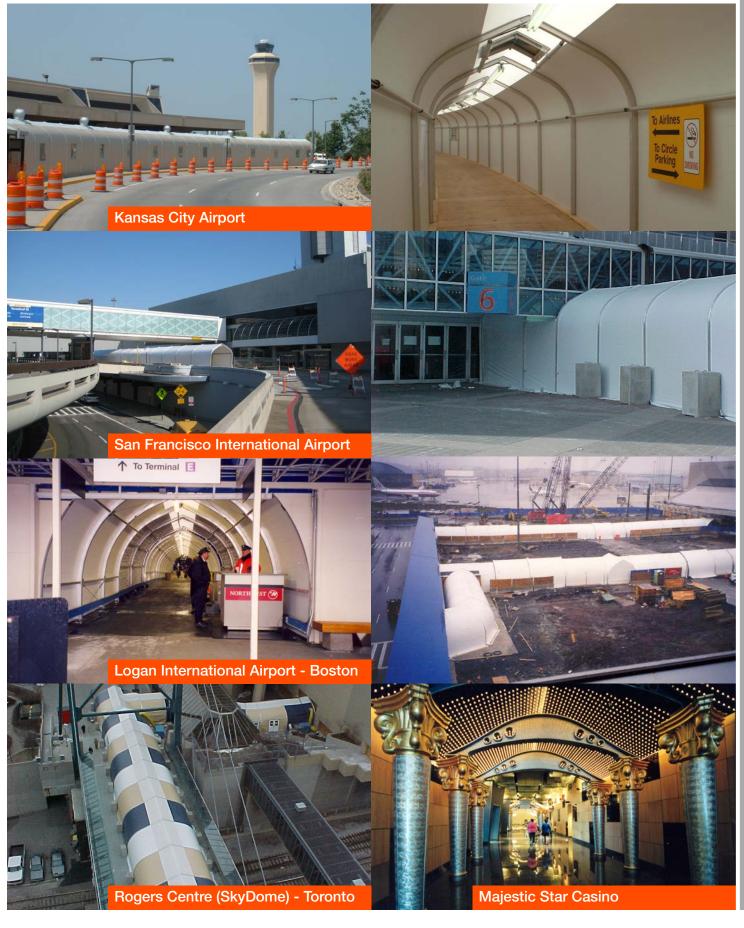
# Sprung Structures - Connecting Corridors



**Washoe County** 



# Sprung Structures - Connecting Corridors





# Sprung Structures - Connecting Corridors





## Sprung Structures - Connecting Corridors

