



City of Kenora

Committee of the Whole Agenda

Tuesday, April 9, 2019

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 April 16, 2019 meeting:-

- Council will establish their remuneration rates for 2019
- A new Tariff of Fees and Charges By-Law to give effect to new Rates in Schedule "D" Operations and Infrastructure, Water and Wastewater Fees
- Amend the 2019 Capital Budget to withdraw funds from the Bridge Audit Reserves in the amount of \$100,000 to offset the costs of preventative bridge maintenance and repairs.

B. Declaration of Pecuniary Interest & the General Nature Thereof

1) On Today's Agenda

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

C. Confirmation of Previous Committee Minutes

Motion:

That the Minutes from the last regular Committee of the Whole Meeting held March 12, 2019 and the Special Committee of the Whole minutes held March 5, 2019 be confirmed as written and filed.

D. Deputations/Presentations

- Charlene Ramage – Getting Ahead Program – Supportive Housing Development
 - Ryan Bartmanovich – Proposed Water Meter Changes

E. Reports:

1. Administration & Finance

Item Subject

- 1.1. Council 2019 Remuneration
- 1.2. Human Resource Management Strategy Update
- 1.3. Drinking Water Quality Management System Endorsement
- 1.4. Ministry of Municipal Affairs & Housing One Time Funding

- 1.5. Prudent Investor Standard for Municipal Investments: Next Steps
- 1.6. Synergy North – Council & Shareholder Representative Appointments

2. Fire & Emergency Services

Item Subject

No Reports

3. Operations & Infrastructure

Item Subject

- 3.1 Traffic Bylaw Amendment – 24 Hour Parking Lakeside
- 3.2 Budget Amendment - Bridge Repairs
- 3.3 Municipal Road Works Tender
- 3.4 Water and Sewer Rehabilitation Tender
- 3.5 Tariff of Fees and Charges Amendment – Water & Wastewater Fees

4. Community Services

Item Subject

- 4.1 Lake of the Woods Museum Constitution
- 4.2 Parking Lot Bylaw Amendment – Kenora Recreation Centre – Boat Launch
- 4.3 Vending Truck Agreement – Harbourfront & Discovery Centre
- 4.4 Norman Beach Aqua Park Memorandum of Understanding
- 4.5 Pickle Ball Park Tender

5. Development Services

Item Subject

- 5.1 2018 Strategic Plan Progress Report
- 5.2 Community Energy Plan
- 5.3 Community Safety and Well-Being Plan
- 5.4 Subdivision Agreement – 47D Andy's Camp Road
- 5.5 Land Sale – 4th Avenue North

Other:

Next Meeting

- Tuesday, May 14, 2019

12:00 noon – Public Zoning Amendment D17-19-03 9th Street North

Motion - Adjourn to Closed Meeting:

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

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

- i) Disposition of Land (1 matter)**
- ii) Personal Matter About an Identifiable Individual (1 matter)**

Adjournment.



March 25, 2019

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

RE: Council Remuneration

Recommendation:

That Council hereby approves Council Remuneration to be set at the following rates effective 1 January 2019:

	Annual Remuneration	Per Diems
Mayor	\$ 33,921	\$ 187
Council	\$ 16,961	\$ 187

; and

That in accordance with Notice By-law #144-2007, notice is hereby given that Council intends to pass a by-law setting out Council remuneration rates for 2019 at its April 16th, 2019 meeting; and further

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

Background:

The following is an excerpt from the City Council Annual Remuneration Policy (#CC-15-1):

1. Annual Remuneration:

Annual economic adjustment to Council remuneration will be based on the actual annual percentage adjustment approved for the City's Non-Union Group.

2. Remuneration approved by By-law

All annual remuneration increases will be ratified by adoption of the required by-law and provision of any applicable notice in accordance with Council's Notice By-law.

Council approved an economic adjustment of 1.5% to the City's non-union pay grid for 2019. A corresponding incremental adjustment of 1.5% to Council remuneration represents the following:

	Annual Remuneration	Per Diems
Mayor	\$ 33,921	\$ 187
Council	\$ 16,961	\$ 187

Budget:

The 2019 cost for the economic adjustment (\$752) has been included in the City's 2019 operating budget.

Communication Plan/Notice By-law Requirements:

A by-law amending Council remuneration is required. In addition, Council needs to provide notice of its intention to pass a by-law to amend Council remuneration in accordance with Notice By-law #144-2007.

Strategic Plan or other Guiding Document:

City Policy #CC-13-1

ERM Assessment:

Moderate risk in relation to the City's ability to attract a strong pool of candidates to future elections. This is considered a positive risk and should be pursued.



April 3, 2019

City Council Committee Report

To: Mayor and Council

Fr: Bruce Graham

Re: HRM Strategy Update

Recommendation:

That Council hereby accepts the 2018 HRM Strategy Update, highlighting City achievements for 2018, together with early 2019 activity, under the City's Human Resource Management Strategy.

Background: The Human Resource Management Strategy was developed as part of the implementation of the Organizational Review recommendations. It was intended to be implemented over a five year period from 2015 to 2020, and then will be subject to review and update. It is important to keep Council informed of the progress made towards the implementation of this strategy.

Budget: Any budget requirements identified in the update have previously been approved and are in place.

Risk Analysis: *Identify any perceived risk(s) to the recommendation and describe how the City will treat the risk (avoid, mitigate, transfer, accept, pursue)*
Acceptance of the update document represents a minor, positive risk in relation to City staff, and is a risk that should be pursued.

Communication Plan/Notice By-law Requirements: A by-law is not required. Successes as contained within the status update report will be reviewed to determine if there are any that City staff are not already aware of and those will be communicated as appropriate.

Strategic Plan or other Guiding Document: The Human Resources Management Strategy Document as developed during the implementation of the Organizational Review, supported by the overarching goal of Focus on our People, as per the City's Strategic Plan – Our Vision is 20/20.



April 4, 2019

City Council Committee Report

TO: Mayor and Council

FR: Bruce Graham

RE: DWQMS Endorsement Signing

Recommendation:

That Council hereby approves the attached Drinking Water Quality Management System Commitment and Endorsement Page; and further

That Mayor Daniel Reynard be authorized to sign this document on behalf of Kenora City Council.

Background:

An annual review and signing of the Drinking Water Quality Management System (DWQMS) Commitment and Endorsement page is required as part of our Operational Plan and it indicates council's continued commitment to the program.

Budget:

N/A

Risk Analysis: *Identify any perceived risk(s) to the recommendation and describe how the City will treat the risk (avoid, mitigate, transfer, accept, pursue)*

There is a critical, positive risk associated with ensuring the annual review and approval of the Endorsement Page are completed and signed to ensure that we are in compliance with our DWQMS program.

Communication Plan/Notice By-law Requirements:

Signed documents will be returned to Biman Paudel for appropriate distribution.

Strategic Plan or other Guiding Document:

City DWQMS program.



City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

**Re: Ministry of Municipal Affairs and Housing
One Time Funding Payment**

Recommendation:

That Council hereby directs administration to place the one-time funding payment from the Ministry of Municipal Affairs and Housing in the amount of \$725,000 into a reserve for the purposes of providing municipal servicing for future affordable housing development; and further

That Council hereby approves administration to access these dollars through authority to be granted under a Council approved Capital Facilities Bylaw, or alternatively through specific and independent Council approval.

Background:

On March 20, 2019, the City received a message from the Honourable Steve Clark, Minister of Municipal Affairs and Housing, advising that "...Kenora (will) receive a one-time payment of \$725,000 which will flow in this fiscal year." A copy of the email transmission of that letter is attached for Council's reference.

Some discussion has occurred that these funds bring with them the potential for providing infrastructure to help support housing development. It must be recognized that the City is in significant need of housing throughout the housing continuum, and that every new living unit built represents a small piece of the solution to the City's housing shortfall. In particular, affordable housing has been identified by Council and our residents, both through the strategic plan survey as well as the more recent 2018 municipal election survey, as an area of critical importance to the City. Allocating this one-time payment to help provide municipal services that will encourage the development of affordable housing is one of the solutions that the City can put in place to help address this significant shortfall. It is being recommended that this one-time payment be placed into a reserve for the specific purpose of providing municipal servicing for affordable housing.

Independently, City staff are developing a Capital Facilities Bylaw, which is intended to help incentivize housing development. It is anticipated that this bylaw will be before Council for consideration in the spring of 2019. It is being recommended that administration be authorized to access this reserve through the Capital Facilities Bylaw. Independently, it is recognized that Council can authorize use of these funds independently without reference to the Capital Facilities Bylaw.

Budget / Financial Implications:

This is money that was not expected, and therefore is new to the City. As a result, there is no direct budget implication related to allocating these funds for a specific purpose. Historically, the City has looked to its contingency reserves for this type of spend, so placing this one-time payment into a separate reserve would help safeguard the City's contingency reserve.

Communication Plan/Notice By-law Requirements:

Communication to developers interested in creating affordable housing. Communication to the Province on the planned use of the one-time payment.

Strategic Plan or other Guiding Document:

Strengthen our Foundation.

- Promote new housing partnerships
- Support the development of a diverse range of housing types

ERM Assessment:

This would be considered a critical risk, through the anticipated opportunity to incentivize affordable housing development and the related dollar amount of the funding. It is, however, considered a positive risk and one that should be pursued.

March 30, 2019

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

RE: Prudent Investor Standard for Municipal Investments: Next Steps

Recommendation:

That Council of the City of Kenora hereby accepts the report Prudent Investor Standard for Municipal Investments: Next Steps, and further

That staff undertake additional due diligence to determine the best approach to move to the prudent investor standard and report back to Council with a final recommendation.

Overview:

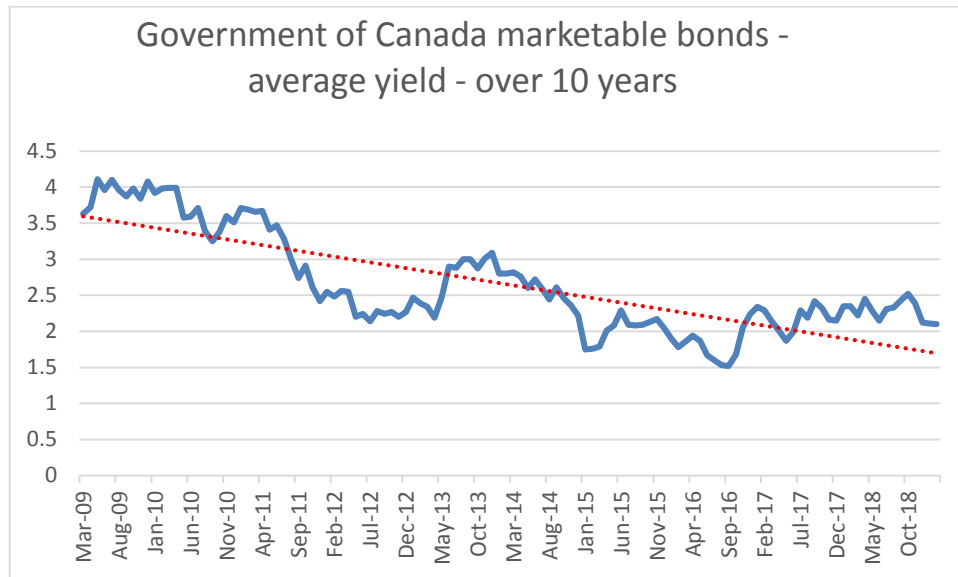
- Under recent amendments to the *Municipal Act, 2001* and changes to O. Reg. 438/97, beginning January 1, 2019 municipalities have the option of transitioning to a prudent investor regime to invest money not required immediately.
- These changes result in municipalities having the following investment options:
 - (i) continue to use only the prescribed list;
 - (ii) move to the prudent investor regime and establish an independent investment board (IB);
 - (iii) move to the prudent investor regime and establish a joint investment board (JIB) with one or more other municipalities; and
 - (iv) move to the prudent investor regime and invest through an existing IB or an existing JIB.
- Given the potential rewards, risks, and resource implications of moving to the prudent investor regime, staff are recommending undertaking further due diligence to determine the best approach given local circumstances and report back to Council with a final recommendation.

Background Information:

Recent amendments to the *Municipal Act, 2001* (Act) and changes to O. Reg. 438/97 (Regulation) provide eligible municipalities the option to invest money that it does not require immediately according to the prudent investor (PI) standard. The purpose of these reforms is to enable municipalities to earn improved risk-adjusted rates of return by building more diverse portfolios of investments. Municipalities that opt into the prudent regime will no longer be restricted to a prescribed list of investments (e.g. Canadian bonds and money market securities).

Municipalities have been consistently lobbying legislators for broadened investment powers since the 2008 global financial crisis. The low interest rate environment which followed the financial crisis provided fewer opportunities to earn the returns that were previously available as demonstrated in the graph below. Further, the number of eligible Canadian equities has been declining over the years.

In 2015, the City of Toronto was the first municipality in Ontario to be granted access to the PI regime. Prior to the effective date of January 1, 2018 for the City's PI regime, the City was required to establish an independent IB and develop a new investment policy.



Source: [Bank of Canada](#)

What is the Prudent Investor Standard?

The "prudent investor standard" places no restrictions on eligible securities but does require an investor to construct an investment portfolio with the care, skill, diligence and judgment of a prudent investor. The standard was successfully implemented through Ontario pension fund reforms and was included in the Ontario *Trustee Act* in 1999.

To comply with the PI standard according to the Act, a municipality must consider the following criteria in planning investments, in addition to other relevant criteria:

1. General economic conditions.
2. The possible effect of inflation or deflation.
3. The role that each investment or course of action plays within the municipality's portfolio of investments.
4. The expected total return from income and the appreciation of capital.
5. Needs for liquidity, regularity of income and preservation or appreciation of capital.

In addition, a municipality must diversify its investments to an extent that is appropriate for general economic and capital market conditions. There is also a duty to obtain the advice that a prudent investor would obtain under comparable circumstances.

A move to the PI regime requires the passage of a new irrevocable by-law. Once such a by-law has been passed and a municipality is subject to the PI regime, it does not matter if it no longer meets the eligibility criteria, as long as it met one of them at the time of passing of the by-law. To opt out of the PI regime, a municipality would need a regulation of the Lieutenant Governor in Council.

The Regulation also specifies the governance model to be used if a municipality wishes to access the PI regime. All investments made under the PI provisions of the Regulation must be implemented by delegation to an IB or JIB. For a municipality that elects to move to the PI regime and establish an IB or JIB, in addition to establishing a new IB or JIB and appointing its members, Council would also have to adopt an investment policy to govern the investment strategies and activities of the IB or JIB

What are the benefits of the Prudent Investor Regime?

Since there are no restrictions on individual securities that can be acquired, the PI standard allows a wider range of potential investments. This permits a greater degree of diversification, which is a key tool in managing portfolio risk. The greater range of investment options also permits access to a variety of securities and securities classes that can produce better returns than the securities prescribed in the current legal list. In addition, the PI standard also allows a portfolio to be modified to accommodate new types of securities and changing market conditions. In short, for money not required immediately, the PI standard has the potential to produce higher returns with less risk over time and enable investors to better align their portfolio with their willingness to accept risk.

“Over longer horizons, underlying economic growth matters more than short-lived panics with respect to returns, and international diversification does an excellent job of protecting investors.”¹

Legal List	Prudent
<ul style="list-style-type: none"> • Canadian federal, provincial and municipal government or government-guaranteed bonds • Short-term and fixed-income securities issued by Canadian chartered banks and credit unions. • Other prescribed securities 	<p>The world (as long as it is invested with the care, skill, diligence and judgment of a prudent investor)</p>

Legal List vs Prudent Investor

Municipalities will need to decide whether to invest money that it does not require immediately under the new PI regime or to continue to invest under the legal list. Table 1 compares these two approaches.

Investing under the PI standard is generally considered by experts to be preferred to the legal list because it provides greater opportunities for diversification and risk management with potentially greater investment returns.

¹ Asness, Clifford S., Isrealov, Roni, and John M. Liew. (2011). “International Diversification Works (Eventually)” Financial Analysts Journal Volume 67, Number 3.

Table 1: Legal List vs Prudent Investor Standard

Legal List	Prudent Investor Standard
<ul style="list-style-type: none"> • Council develops a statement of investment policies and goals 	<ul style="list-style-type: none"> • Council develops an investment policy, the IB or JIB develops an investment plan to support Council's policy
<ul style="list-style-type: none"> • Easy to monitor in theory 	<ul style="list-style-type: none"> • Monitoring requires more detailed policies and procedures
<ul style="list-style-type: none"> • Regulations can be difficult to interpret 	<ul style="list-style-type: none"> • Requires more detailed independent due diligence
<ul style="list-style-type: none"> • Time consuming to evolve to reflect evolving capital markets 	<ul style="list-style-type: none"> • Evolves concurrently with capital markets
<ul style="list-style-type: none"> • May provide a false sense of security 	<ul style="list-style-type: none"> • Consistent with fiduciary duty
<ul style="list-style-type: none"> • Risk is determined by the legal list 	<ul style="list-style-type: none"> • Risk can be determined and controlled at the portfolio level
<ul style="list-style-type: none"> • Ability to diversify is more limited 	<ul style="list-style-type: none"> • Ability to provide greater diversification and risk reduction

Transitioning to the Prudent Investor Regime

All municipalities can access the PI regime. How the PI regime is accessed, however, will depend on the municipality's ability to meet the requirements set out in the legislative framework. These requirements can be found in Part II of the Regulation, which sets out eligibility criteria for municipalities, as well as the required governance structure.

Municipalities that meet the specified financial eligibility criteria have the most options. The financial eligibility criteria are:

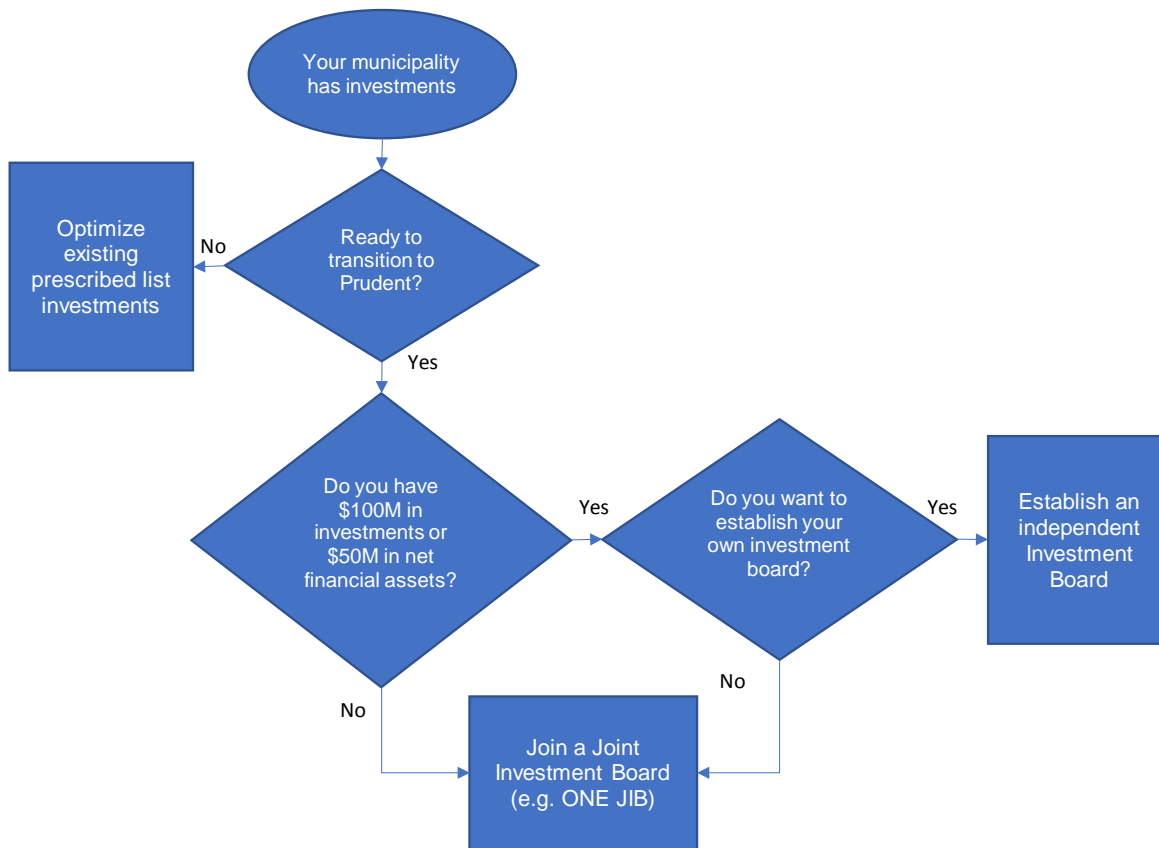
- In the opinion of the treasurer, the municipality has at least \$100M in money and investments that it does not require immediately, or
- The municipality has \$50M in net financial assets as reported in Schedule 70 of the most recent Financial Information Return

The City of Kenora qualifies under the second criterion with more than \$50 in net financial assets.

A municipality that meets one of these two criteria can invest according to the PI regime in a number of ways including the following two ways. It can independently establish its own IB, or it can establish and invest through a JIB with one or more other municipalities, if all of the establishing municipalities have, in the opinion of each of their treasurers, a combined total of at least \$100M in money and investments that the municipalities do not require immediately.

A municipality that does not meet the criteria can only access the PI regime by investing through an existing IB or an existing JIB established by another municipality or municipalities. Refer to Diagram 2 to view the options visually.

Decision tree about the transition to the Prudent Investor Standard



Investment Board Structure

The requirement for an IB/JIB is set out in s. 17 of the Regulation. The structure shares some of the features with governance structures found in the pension sector. Specifically for municipalities, according to the Regulation, IBs/JIBs established under section 196 (IB) or section 202 (JIB) of the Act are local boards of the municipalities.

Key points about IBs/JIBs:

- The IB or JIB must be given "control and management" of the municipality's investments
- The municipality must delegate to the IB or JIB:
 - The municipality's powers to make investments, and
 - The municipality's duties under section 418.1 of the Act

The establishing municipality in the case of an IB and the municipalities in the case of a JIB are free to determine the size of the IB or JIB and qualifications of the IB or JIB members but are prohibited from appointing any member of Council or municipal staff to the IB or JIB except the municipal treasurer in the case of an IB and except for municipal treasurers in the case of a JIB, provided they do not constitute more than 25% of the JIB members.

Council retains ultimate control, however, by providing direction to the IB or JIB through Council's approved investment policy. The investment policy governs the IB's or JIB's investment plans. The investment policy should include a definition for what the municipality deems to be its money that is not required immediately (i.e. what will be under the IB's or JIB's control), objectives for returns on investment, risk tolerance, and needs for liquidity among other components.

Council must review its investment policy at least annually and update it as required. The investment plan must also be updated at least annually following Council's review to ensure continued compliance with the policy. An annual investment report must be provided by the IB or JIB to Council and it must include, among other matters, a statement by the treasurer as to whether all investments are in compliance with the investment policy and investment plan.

Another consideration is that the required governance model can be costly to both set up and run. Establishing an IB independently requires one municipality to bear the full start-up costs, as well as annual operation costs. The City of Toronto spent more than \$500K² in 2017 before its IB was even operational. Going forward, remuneration for members of the Toronto IB will be up to \$215K per annum³. In general, independent set up costs include a significant amount for lawyer fees; while ongoing costs include remuneration for board members and municipal support staff, board insurance, consultant fees, and other agents' fees such as third party manager fees. Municipalities wishing to share these costs can consider joining a JIB, rather than going it alone.

Joining a Joint Investment Board

At the moment, no JIB has been established in Ontario. The only IB that has been created is the Toronto IB. A municipality could consider working with other municipalities to create a JIB or wait until others have created one and evaluate that experience before making a commitment to join.

Creating a New JIB

A municipality could work with others to establish a JIB. The benefit of this approach would be the sharing of startup and ongoing costs among the founding members of the JIB. Efforts are currently underway by ONE Investment to work with a limited number of municipalities to establish the ONE Joint Investment Board (ONE JIB).

ONE Investment is a not for profit corporation formed by CHUMS Financing Authority which is wholly owned by the Municipal Finance Officers' Association of Ontario (MFOA) and Local Authority Services (LAS), a corporation of the Association of Municipalities of Ontario (AMO). It currently offers investment products for Ontario municipalities under the legal list approach to investing.

Discussions with ONE Investment indicate that it is offering a cost effective turnkey solution to municipalities that wish to access the PI regime but do not qualify on their own or are cautious about the work and costs of going it alone. ONE's proposed approach will provide each municipality with:

² <https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-101438.pdf>

³ <https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-101512.pdf>

- A structure through which to invest under the PI standard (ONE JIB)
- Support for the JIB on behalf of the participant municipalities
- Legal legwork to prepare the various legal agreements needed to make the governance structure work
- Assistance on crafting a comprehensive prudent investment policy that complies with the applicable legislation
- Assistance to the JIB in developing an investment plan that corresponds to each municipality's needs, objectives, and comfort level
- Reporting and monitoring that will help each municipality track its performance and meet its reporting obligations under the Regulation, and
- Municipal finance advice, if desired, on how to make an investment program an integral part of the capital budget process and asset management financing strategy.

A founding member of ONE JIB might be able to negotiate lower fees or, perhaps, to have its municipal treasurer appointed to ONE JIB. Work on ONE JIB is well advanced and several members of the proposed ONE JIB have already been recruited.

Appendix 1 – Changing Investment Power in Ontario was prepared by ONE Investment and provides details related to the changing municipal investment environment.

Corporate Implications

None at present. Future implications could include changes to current investment processes and policies.

Budget and Risk Analysis:

The PI regime provides municipalities with a new and very different approach to investing for municipalities although it is an approach that has been used by trustees in Ontario for almost two decades. Successful implementation could provide municipalities with higher risk-adjusted returns over the long-term. The PI regime, however, can only be accessed through an IB or a JIB, which can be costly to set up and run independently. Other issues for consideration include the loss of control and management in respect of the day-to-day investment decisions relating to money that is not required immediately; the fact that there is no guarantee of improved investment returns and that the governance structure in the context of multiple municipalities is untested. Staff will, therefore, undertake further due diligence to determine the best approach to move to the PI regime based on local circumstances, including investigating the potential of becoming a founding member of ONE JIB.

Communication Plan/Notice By-law Requirements:

For information only

Strategic Plan or other Guiding Document:

This report supports the Strategic Plan, specifically regarding the stewardship and proactive management of municipal assets.

Next Steps

Given the potential rewards, risks, and resource implications of moving to the PI regime, staff are recommending undertaking due diligence to determine the best approach given local circumstances and report back to Council with a final recommendation. Staff intends to further investigate the value proposition of ONE JIB and the benefits of being a founding member.



2 April 2019

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Synergy North – Council Representative Appointment and Shareholder Representative

Recommendation:

Whereas Council previously appointed John McDougall to represent the City of Kenora as a Board Member on the Synergy North Board,

Now therefore, let it be resolved that Council hereby appoints John McDougall as the City of Kenora Shareholder Representative and Proxy for the purposes of any required votes and any Shareholder's meetings held during the term of his appointment to the Board of Directors for Synergy North.

Background:

Kenora Hydro merged with Thunder Bay Hydro effective January 1, 2019, to form Synergy North. Under the terms of the merger, the City of Kenora holds roughly 9% of the share ownership in Synergy North, and is able to appoint one Board Member to the Synergy North Board of Directors. This ability to appoint a member to the Synergy North Board remains in place as long as the City's share ownership does not fall below a set level.

Previously, the City held 100% ownership of Kenora Hydro. As a result, the City appointed the entire Board. That Board included one Council representative. Based on a recommendation made by the Kenora Hydro solicitor (Bruce Ormiston), the Council member appointed to the Kenora Hydro Board was also appointed as the Shareholder Representative for their term on that Board. As a result, this Council Member had the authority to vote on behalf of the shareholder

Similarly, Synergy North has now requested that the City of Kenora appoint a Proxy for the City of Kenora for the purposes of voting on behalf of the City. It is being recommended that John McDougall, as the Council Board appointee to Synergy North, be appointed as the Shareholder Representative and Proxy.

Budget / Financial Implications:

Director compensation is included in the Synergy North budget.

Communication Plan/Notice By-law Requirements:

This decision will be communicated to the Synergy North President & CEO.

Strategic Plan or other Guiding Document:

This item is housekeeping in nature.

ERM Assessment:

There is a low risk in appointing the existing Council Appointee as the Shareholder Proxy for the City of Kenora for their term on the Synergy North Board. This is a positive risk, and should be pursued.



March 27, 2019

City Council Committee Report

To: Mayor and Council

Fr: Heather Pihulak, City Clerk

Re: Amendment to Traffic Bylaw – 24 Hour Parking

Recommendation:

That Council hereby approves an amendment to the Traffic Regulation By-law Number 180-2015, Schedule "C" – Limited/Restrict Parking, to impose 24 hour parking on First Avenue South and Second Avenue South; and further

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

Background:

With summer quickly approaching, bylaw is reviewing the complaints received over the past several summers pertaining to parking and trying to prepare for those issues that have arose in previous years. First Avenue and Second Avenue South have been problem areas with complaints from residents in the area regarding visitors parked long term for the weekends and blocking access to their homes. It was suggested that we change First Avenue South and Second Avenue South to 24 hour parking only, a change from 48 hour parking. This change would then limit the length of time that they can park in this residential area.

Schedule C – Limited/Restrict Parking

ADD:

First Av S	From 138 m south of Mike Richards Way, Southerly to Seventh St S	East	24 Hours Maximum June 1 – September 30
Second Av S	From 97 m south of Mike Richards Way, southerly to Sixth St S	West	24 Hours Maximum June 1 – September 30

Budget: N/A

Risk Analysis: Based on the City's ERM policy, it has been determined that there is a low risk as it impacts parking only.

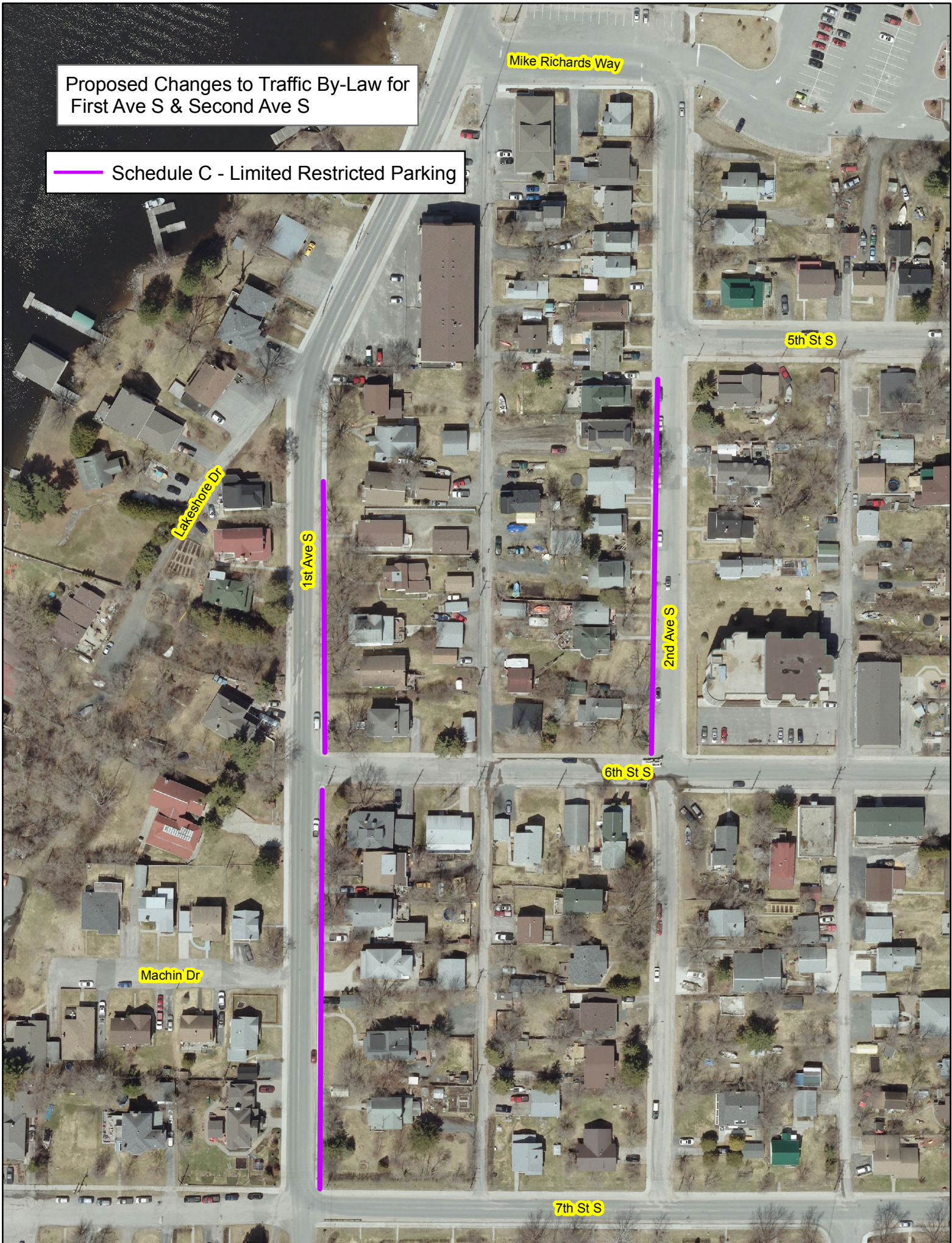
Communication Plan/Notice By-law Requirements: Resolution and By-law required. J. Hawley, T. Golding, H. Lajeunesse, O.P.P.

Strategic Plan or other Guiding Document:

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

Proposed Changes to Traffic By-Law for
First Ave S & Second Ave S

— Schedule C - Limited Restricted Parking





March 29, 2019

City Council Committee Report

To: Mayor & Council

Fr: Marco Vogrig, Municipal Engineer

Re: Various Bridge Repairs

Recommendation:

That Council hereby approves an additional \$100,000 in bridge maintenance costs to be funded through the bridge audit reserves for preventative bridge maintenance and repairs as identified in the 2018 Biennial Bridge Inspection Report; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2019 Capital and Unusual Spend Budget at its April 16th, 2019 meeting for this purpose; and further

That Council give three readings to a by-law to amend the 2019 Capital and Unusual Spend Budget for this purpose.

Background:

In 2018, WSP completed the Biennial Bridge Inspection for every bridge within the City of Kenora. A number of minor repairs and preventative maintenance matters were identified in the report. It is now in order for the City to move forward with these items in order to keep our bridges in good repair.

Budget: Bridge Audit Reserves in the amount of \$100,000

Risk Analysis: As per the requirements of the ERM policy, there would be a minor operational risk if the repairs were not completed. This risk will be mitigated through the proactive approach of completing repairs and preventative maintenance.

Communication Plan/Notice By-law Requirements:

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

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



April 4, 2019

**City Council
Committee Report**

To: Mayor & Council

Fr: Marco Vogrig

Re: 2019 Municipal Road Works Tender

Recommendation:

That Council hereby approves the tender submitted by Moncrief Construction, in the amount \$1,364,407.60 (plus HST) for the 2019 Municipal Road Works.

Background:

Tenders for the 2019 Municipal Road Works program closed on Thursday April 4 2019, with three companies submitting tender pricing:

Moncrief Construction	\$1,364,407.60 (plus HST)
Pioneer Construction Inc.	\$1,408,853.26 (plus HST)
Maple Leaf Construction	\$1,686,028.50 (plus HST)

This year's work consists of twelve proposed locations.

Budget/Finance Implications:

Capital 2019 – Municipal Paving Program \$1,443,604, Lane Paving program – \$50,000.

Risk Analysis: As per the requirements in the City's ERM Policy, there is a moderate operational (infrastructure) risk in not completing these works. The risk will be mitigated by continuing to identify degradation, repair and pave the roads on an ongoing basis.

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.



March 28, 2019

City Council Committee Report

To: Mayor and Council

Fr: Marco Vogrig, Municipal Engineer

Re: Water and Sewer Rehabilitation

Recommendation:

That the tender submitted by Titan Contractors, in the amount \$2,155,190.50 (plus HST) for the water and sewer rehabilitation works be hereby accepted.

Background:

A tender was issued for water and sewer rehabilitation at 4 locations in the City of Kenora, including underground and surface works to repair or replace aging sewer and water infrastructure. The tender closed on March 28, 2019, and 3 bids were received.

Summary of the bids received is as follows (HST extra):

Titan Contractors	\$2,155,190.50
Makkinga Contracting and Equipment Rentals	\$2,332,524.00
Accurate HD Limited	\$3,429,436.00

Budget:

2019 Capital Budget

Risk Analysis:

As per the requirements of the ERM policy, there would be a moderate operational risk if the rehabilitation were not completed. This risk will be mitigated through the proactive approach of completing the repairs in a timely manner, therefore preventing large-scale failure of these systems.

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

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

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.



March 27, 2019

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations and Infrastructure Manager

Re: Tariff of Fees and Charges – Schedule D Water & Wastewater Fees

Recommendation:

That Council hereby approves an amendment to Schedule “D” of the Tariff of Fees and Charges bylaw to include various additional water and wastewater rates; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to give three readings to a new Tariff of Fees and Charges By-Law Number at its April 16, 2019 meeting to give effect to these rates outlined in the revised Schedule “D”; and further

That By-law Number 31-2019 be hereby repealed.

Background:

Costs for Frost Plate replacement, as well as Meter replacement, both offered by the City of Kenora Sewer and Water Division, are not currently outlined in the Tariff of Fees and Charges By-law No. 31-2019. These costs are currently calculated based on market pricing and generally are not determined until the service is complete. Staff have experienced that customers want to know what they are being charged, when the staff are on site conducting the repairs. Therefore, there is a desire to create an established price list for common materials that staff can provide customers, on site.

As such, it has been deemed to be in the best interest of both the customer and staff, to have the costs for the most common meter replacements, and frost plate replacements, outlined clearly, and directly within the Tariff of Fees and Charges By-law. This will eliminate concern for residents when they are faced with having to replace either of these items, and sign for charges that have not (in the past) been disclosed to them. It will also streamline the invoicing process for City of Kenora Billing Staff if they have uniform and consistent costs to easily reference. The Sewer and Water Division will review these fees, as required, to ensure the prices outlined within this By-law remain consistent and fair in relation to market pricing.

Based on the above, it is suggested that the following be added to Schedule “D” of the Tariff of Fees and Charges bylaw:

Departmental Section	Fee Description	Fee
Water & Sewer Service Charges	Frost Plate Replacement	\$25.00
Water & Sewer Service Charges	5/8" (15mm) Meter Replacement	\$205+shipping+tax
Water & Sewer Service Charges	3/4" (18mm) Meter Replacement	\$275+shipping+tax
Water & Sewer Service Charges	1" (25mm) Meter Replacement	\$410+shipping+tax
Water & Sewer Service Charges	1½" (40mm) Meter Replacement	Market Price + shipping + tax
Water & Sewer Service Charges	2" (50mm) Meter Replacement	Market Price + shipping + tax
Water & Sewer Service Charges	3" (75mm) Meter Replacement	Market Price + shipping + tax
Water & Sewer Service Charges	4" (100mm) Meter Replacement	Market Price + shipping + tax
Water & Sewer Service Charges	6" (150mm) Meter Replacement	Market Price + shipping + tax
Water & Sewer Service Charges	8" (200mm) Meter Replacement	Market Price + shipping + tax

Budget: There is no impact to the budget, this is administrative only.

Risk Analysis: There is no risk to include these charges in our Tariff of Fees and Charges bylaw and is administrative only.

Communication Plan/Notice By-law Requirements:
Public notice is required and corresponding By-law passed.

Strategic Plan or other Guiding Document: Administrative only.



March 13, 2019

City Council Committee Report

To: Mayor and Council

Fr: Lori Nelson, Museum Director

Re: Amendment to the By-law establishing the Lake of the Woods Museum

Recommendation:

That Council authorizes an amendment to By-law Number 80-2000 to cover the establishment, control and management of the Lake of the Woods Museum and the Art Centre; and further

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

Background:

With the addition of the Art Centre to the Lake of the Woods Museum's operation, it was necessary to review the governing documents for the Museum which include the by-law and the constitution. These documents have not been reviewed in some years so some of the changes recommended reflect a change in operations, e.g. addition of Art Centre, rebranding and renaming, deletion of the Lake of the Woods Museum Hiring Policy, and the term of Council.

The re-examination of the documents also provided the Museum Board with an opportunity to revise and rethink the purpose of the institution.

Finally, one of the changes in regards to Museum Board make-up are being recommended to address the changing business and responsibilities of the Board.

The amended by-law is attached, as is the Constitution which is referenced in the by-law.

Budget:

There are no budget implications.

Risk Analysis: There is minimal risk to this recommendation.

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

Strategic Plan or other Guiding Document:

Lake of the Woods Museum Strategic Plan, 2017-2019: Establishment of the Art Centre.



April 1st, 2019

**City Council
Committee Report**

To: Mayor & Council

Fr: Josh Nelson, Tourism & Recreation Division Lead

Re: Amend Schedule "A" to By-Law No. 082-2018 Regulate Parking Lots and Structures: The Kenora Recreation Centre

Recommendation:

That Council hereby approves an amendment to Schedule "A" to Parking Lots By-Law Number 082-2018 to amend "Lot K" to read as follows:

Lot "K" **Kenora Recreation Center Front & Rear Parking Lot – Boat Launch**

Control: Peace Officer & City Designated Towing Company (at owner's expense)

Fees: **Lot 1, 2, 3, 4:** Free four (4) hour parking

Lot 5, 7: \$5.00 per day

Monthly - \$75.00

Special Regulation: Lot 1, 2, 3, 4 - Vehicles in excess of 6.7 meters not permitted unless otherwise designated during a special event

Lot 5 – Vehicles with trailers only permitted

Lot 7 – Vehicles in excess of 6.7 meters not permitted

No refunds for unused parking.

No overnight parking between 2:00 am and 6:00 am; and further

That Council gives three readings to a by-law to amend By-Law Number 082-2018 for this purpose.

Background:

In May of 2018 Recreation staff proposed an amendment to the existing parking by-law to include lots 5 & 7 (behind the Rec Centre) as pay to park options. At this time a fee of \$1.00 per hour was proposed and accepted.

After further review concerns were brought forward this fee is not in line with the overnight fee and individuals would have to guess the amount of time they are spending on the lake. Therefore staff are proposing that the fee be changed to a flat \$5.00 for the duration of the day while still having a restriction on overnight parking. Lot 6 is still available for those parking overnight.

Budget: Increase in revenue for the Recreation department. Minimal upfront costs to implement (purchase additional signage and use two old ticket machines that are in inventory).

Communication Plan/Notice By-law Requirements: By-Law No. 082-2018 amendment. Notice of Council decision to be circulated to By-Law, Communications, Recreation Department. Public notice is recommended.

Risk Analysis: There is a moderate positive financial risk associated with this by-law change particularly with the amendment to Lot "K" charging for daytime parking in lots 5 & 7. There is also a low governance risk which can possibly be mitigated through proactive communication with the public.

Strategic Plan or other Guiding Document:

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

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



April 1st, 2019

City Council Committee Report

TO: Mayor and Council

FR: Josh Nelson – Tourism & Recreation Division Lead

RE: Kenora Harbourfront & Lake of the Woods Discovery Centre – Vending Truck Agreement

Recommendation:

That Council hereby receives following responses to the request for proposals for vending truck services for the Kenora Harbourfront & Lake of the Woods Discovery Centre:

Chad Gropp

Gropps Country Catering – Kenora Harbourfront

Chad Gropp

El Gropo Grande – Kenora Harbourfront

Ben Libitka

Shaved Ice/Snow Cone – Kenora Harbourfront

Ryan Landon

T&L Holdings Kenora Inc. (Ye Old Chip Truck) – Kenora Harbourfront

Ryan Landon

T&L Holdings Kenora Inc. (Ye Old Chip Truck) – Lake of the Woods Discovery Centre

And further

That Council hereby gives three readings to a bylaw authorizing an agreement between the City of Kenora and proponents as listed within this resolution for the purpose of providing vending truck services at the Kenora Harbourfront and Lake of the Woods Discovery Centre for the term of June 1st, 2019 to August 31, 2023; and further

That the Mayor and City Clerk be hereby authorized to execute the respective Agreements.

Background:

In 2012, the Lake of the Woods Development Commission and City of Kenora underwent a pilot project to place vending trucks at two locations – the Kenora Harbourfront and Lake of the Woods Discovery Centre. The project turned out to be successful with a variety of different vendors filling both locations over the past 5 years. All existing contracts expired at the end of 2018 providing the city the opportunity to retender.

As a result the City of Kenora requested proposals for the supply of vending truck services for the Kenora Harbourfront and Lake of the Woods Discovery Centre. Proposals were to

include, but not limited to, intended hours of operation, intended food and beverage menu, lease or rental payments, proposed initiatives and special conditions.

Budget:

The projected revenue was reflected in the 2019 budget.

Risk Analysis: *Identify any perceived risk(s) to the recommendation and describe how the City will treat the risk (avoid, mitigate, transfer, accept)*

There is a low positive financial risk due to rate structure.

Communication Plan/Notice By-law Requirements:

Manger of Community Services; Tourism & Recreation Division Lead; Finance and Administration; Chad Gropp; Ben Libitka; Ryan Landon

Strategic Plan or Other Guiding Document:

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



City of Kenora REQUEST FOR PROPOSALS

2019 Vending Trucking – Kenora Harbourfront

and

Lake of the Woods Discovery Centre

1.0 INTRODUCTION

The City of Kenora invites proposals from qualified businesses to operate vending trucks at the Kenora Harbourfront (4 spots) and Lake of the Woods Discovery Centre (1 spot).

2.0 SCOPE OF WORK and DELIVERABLES

The successful Proponent will be required to provide all the services necessary to provide a self-contained vending truck. All participants are required to abide by the following:

- Must have a valid City of Kenora Business License
- Must be open six (6) scheduled days per week between the hours of 11 a.m. and 4 p.m. Hours may not be altered without permission of the City of Kenora's Tourism & Recreation Division Lead or Designate. Vendors will be permitted to set up by June 1st and will be required to operate until September 1st of each year.
 - Five (5) of the six (6) days open must be Wednesday to Sunday; all days are preferable but can be dependent on weather.
- Must be compliant with the Northwestern Health Unit (NWHU) Food Safety, which will include maintenance and operation. If the NWHU finds that the vendor does not comply with the requirements of the NWHU, the vendor will be shut down until it is in compliance.
- Vendors shall ensure that appropriate measures are in place to protect the municipal sidewalk and property from damage, deterioration or disrepair. Vendors will be responsible for keeping their area neat and tidy, including washing their sidewalk area with a recommended environmentally friendly

cleaner to ensure that their venue does not leave a stain on the City infrastructure.

- Vendors are not permitted to set up tables and chairs.
- Vendors at the Harbourfront tent will have an opportunity to enter into an agreement with Harbourfest and/or KBI directly for the duration of those events.
- Vendors will have access to the City Water via a hose at both locations
- Vendors are required to properly dispose of their grey water, they will not be granted access to City Sewer services for pump out.
- Vendors will be required to pay monthly rent - \$450.00 + \$150.00 (Electrical if applicable) plus applicable taxes.
- Vendors must have proof of insurance
- Vendors must have an annual electrical inspection upon set up and the results must be provided to the Special Events Coordinator
- Vendors to ensure that they have their own condiments readily available for customers.
- Vendors to dispose of their garbage on a regular daily basis and not be left outside of the unit.

3.0 REPORTING REQUIREMENTS

The City of Kenora is responsible for the operations at the Whitecap Pavilion and Thistle Pavilion at the Kenora. The primary point of contact for the proponent will be the Tourism & Recreation Division Lead or Designate.

The Tourism & Recreation Division Lead or Designate will

1. Act as the primary contact person
2. Provide the Proponent with any assistance required to set up their operation.

4.0 TIME FRAME

The proponent will be required to have their booth open on the Harbourfront from June 1 to August 31 (or until Labour Day September long weekend, if approved in advance by the Special Events Coordinator). They will be required to be open 6 days a week from 11 a.m. – 4 p.m, except during the Harbourfest, Kenora Bass International (KBI) and/or other special events as approved by the Special Events Coordinator, and/or the organizing committee whom the proponents may develop an operating agreements with directly.

Depending on the Vending Truck product, the Tourism and Recreation Division Lead or Designate may agree to different operating hours. This will be at the discretion of the Tourism & Recreation Divisions Lead or Designate. Proposals should reference any requested change to hours of operation.

5.0 PROPONENT PROPOSAL

The proponent shall prepare a proposal which clearly indicates how the proponent will carry out its food booth operations. The proponent's proposal must contain at least, but not be limited to:

1. The name(s) and contact information for the individual(s) who will serve as the client contact.
2. Proposal Location: City of Kenora Harbourfront or Lake of the Woods Discovery Centre
3. Proof of insurance, upon entering into an agreement the City of Kenora shall be named an additional insured
4. Copy of Business License
5. Proof of Northwestern Health Unit approvals.
6. Size and description of food vending unit, which will include photo of unit.
7. Electrical Requirements
8. Plan for maintaining a clean site
9. A detailed menu outlining the food items that will be sold in your booth.
10. References for similar or related projects.

6.0 EVALUATION CRITERIA

The City of Kenora reserves the right to reject any or all proposals submitted.

Should more proposals be received than locations available, vendors will be selected based on:

Hours of Operation – 60 points

- Regular operating hours

Menu– 10 points

- Food and Beverage Selection/ menu
- Price Point

Qualifications and Experience – 30 points

- Staffing Requirements – how you plan on staffing
- Staff Training and Experience (Safe Food Handling, Health & Safety, WSIB)

Proposals may include the years 2019 and 2023. Although a proposal may be accepted for all five years, if a vendor is found to be in breach of this agreement, they will be notified by October 31st of the operating year if they have lost their opportunity for the following year, based on documented performance issues.

7.0 REFERENCE MATERIAL

Reference materials will be sent electronically upon request. Site Plan detailing location

8.0 CONTRACT

The Proponent shall enter into a contract with the City of Kenora. The contract shall include this RFP and the Proponent Proposal and for the agreed upon amount.

8.1 CHANGING THE CONTRACT

The contract may be revised during the project provided a complete analysis of the effect of any proposed change is submitted and agreed upon in writing by both parties. This analysis would include an assessment of the impact on target dates and costs.



Date: April 9, 2019

City Council Committee Report

To: Mayor & Council

Fr: Stace Gander, Community Services Manager

Re: Aqua Park – Norman Beach

Recommendation:

That Council hereby approves the operation of a floating water park (aqua park) in the waters off the Norman Beach; and further

That Council hereby directs administration to enter into a memorandum of understanding with Twenty-One Venture Inc. to operate a floating water park beginning in June 2019.

Background:

In 2010, The City engaged Scatliff+Miller+Murray to work with The Beaches, Parks & Trails Committee of the Lake of the Woods Development Commission to undertake a study resulting in the Beaches, Parks & Trails Plan. That Plan was updated in 2016 and was done in a way that aligns with the City of Kenora's Official Plan and the City's 20/20 Strategic Plan.

One of the recommendations in the Plan was for the City to expand its attractions by incorporating an aqua park at one of its beaches. It was further suggested that City look to a partnership with the private sector for a project like this.

Over the past several months, the City has been approached by two groups interested in operating an aqua park in Kenora. The groups and City staff, both Development Services and Community Services, entered into a due diligence phase which involved the evaluation of various locations and operating models that could be achieved based on the options.

Twenty-One Ventures Inc. from Steinbach Manitoba, would now like to enter into a memorandum of understanding with the City to operate a floating water park off the beach at Norman Park. As part of the process, permitting will be required from the City and the Department of Ocean & Fisheries to anchor the park in Lake of the Woods. The other proponent has determined they will be opening a park in another municipality in Manitoba.

The park is slated to operate from June 22, 2019 until September 2, 2019. The park will operate 7 days per week between the hours of 10 am and 6 pm. All patrons will be

required to wear a personal floatation device. Twenty-One Ventures Inc. will supply lifeguards and will use the guidelines from the Lifesaving Society of Ontario.

Budget:

There is no budget impact as all costs will be borne by Twenty-One Ventures Inc.

Communication Plan/Notice By-law Requirements: After all permitting is secured, City staff notify the public through social media.

Strategic Plan or other Guiding Document:

1.2 The City will forge strong, dynamic working relationships with the Kenora business community.

1.3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.

1.10 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.

2.9 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.

ERM Assessment: The operation of a floating water park has a moderate risk rating. That risk will be mitigated by ensuring that the operator is following appropriate lifeguard staffing levels as directed by the Lifesaving Society of Ontario. Proof of insurance and a hold-harmless assignment are required as part of operation. After hours security will be provided until midnight. Monthly meetings will take place with Twenty-One Ventures Inc. to ensure there is a strong partnership.



Date: April 9, 2019

City Council Committee Report

To: Mayor & Council

Fr: Stace Gander, Community Services Manager

Re: Pickle Ball Park Project Update – Public Tender Results

Recommendation:

That Council hereby approves a budget amendment to the Pickle Ball Project to increase the total project cost from \$120,361 to \$137,763 based on the results of the low bid in the RFP process, with offsetting funding being provided through donations already raised; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2019 Capital Budget at its April 16, 2019 meeting for this purpose; and further

That Council give three readings to a by-law to amend the 2019 capital budget for this purpose.

Background:

On April 24, 2018 a Recommendation was brought to Council by the CAO related to the Kenora Pickleball Club's development plans to convert the existing tennis courts at Garrow Park into multiple, fully accessible, regulation sized Pickleball Courts. Among the recommendations was:

That once the project is complete the City will be responsible for maintenance and operation of the Pickleball Courts; and further

That Council hereby authorizes the Mayor and Clerk to enter into a Memorandum of Understanding (MOU) between the Corporation of the City of Kenora and the Kenora Pickleball Club, effective May 22, 2018 which outlines the parties understanding of the project; and further

The MOU referenced that the Club shall be responsible for all capital costs associated with the development and construction of the Project, including any related servicing, until such time as the Project is completed. In addition; that

Construction shall not begin until sufficient funds have been raised by the Club as per the submitted budget, reflective of court resurfacing, net and fencing capital costs.

Update:

- Initial project costing was anticipated to be \$120,361.
- Funds raised through a variety of sources reached \$127,763.
- The March 29, 2019 Public Tender low bid is \$144,240.
- The club has been able to raise an additional \$9,000 through club member donations. (new balance \$136,763)
- Parks and Facilities Division Lead will manage the project not to exceed the available funds of \$136,763.

Budget:

There is no budget impact.

Strategic Plan or other Guiding Document:

1.2 The City will forge strong, dynamic working relationships with the Kenora business community.

1.10 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.

2.9 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.

ERM Assessment: The risk assessment is low



April 1, 2019

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Development Services Strategist

Re: 2018 Strategic Plan Progress Report

Recommendation:

That Council hereby accepts the 2018 Strategic Plan Progress Report to highlight the previous year's activities by City departments in accordance with the City of Kenora's Strategic Plan – Our Vision is 20/20.

Background:

As part of the implementation of the City's Strategic Plan – Kenora, Our Vision is 20/20, the CAO, together with senior staff are responsible for reporting progress back to City Council following the end of each year throughout 2015-2020.

The attached document, reports on key achievements and plans moving forward as identified by City staff in delivering on the goals and actions under the Strategic Plan. As a living document, it is important to track annual progress in order to assess challenges, adjust priorities and celebrate successes. The focus of the commentary is on those projects that were guided by identified corporate actions in the Plan and are reflective of the changes that have been made since the Plan has come into effect.

This report not only serves as an important communication tool, but also as a means to help support the development of priorities for 2019 and beyond.

Budget / Financial Implications:

The main impact is the staff time required to collect the information and subsequently condense into a single report on an annual basis.

Communication Plan/Notice By-law Requirements:

The 2018 Strategic Plan Progress Report will be communicated and made available to the public through the City website.

Risk Analysis:

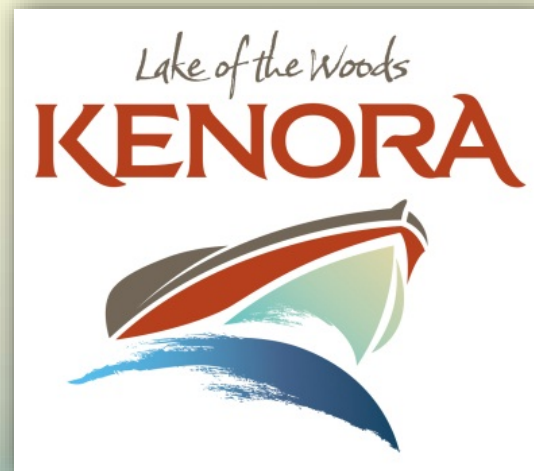
As per the City's ERM Policy, this recommendation has been assessed as a minor risk to public trust and confidence and should be pursued. The 2018 Strategic Plan Progress Report is an example of the City's commitment to being transparent and accountable to the public.

Strategic Plan or other Guiding Document:

This report is guided by the implementation strategy articulated in the City of Kenora's Strategic Plan – Our Vision is 20/20.

2018 Progress Report

City of Kenora Strategic Plan: 2015 to 2020



"Our Vision is 20/20 – Getting There Together"

Table of Contents

Introduction.....	3
Guiding Principles.....	4
2015 to 2020 Strategic Priority Areas	
Develop Our Economy.....	8
Strengthen Our Foundations.....	13
Focus On Our People.....	22
Conclusion.....	27
Appendix I: 2018 Strategic Plan Scorecard.....	28

Introduction

As part of the implementation of the City of Kenora's Strategic Plan – Kenora, Our Vision is 20/20, the CAO, together with senior staff are responsible for reporting progress back to City Council following the end of each year throughout 2015-2020.

This is the fourth progress report highlighting projects and actions by City departments in fulfilling the priorities under the Strategic Plan. Similar to the previous report, the 2018 Progress Report tracks annual progress in order to gauge success in implementing action areas within the Plan and identify areas of improvement.

The commentary underneath each action reflects the work of the departments and arms-length agencies governed by the City of Kenora. They include information on the various projects completed in 2018 as well as discussions on new developments that emerged last year. In the appendices, the scorecard offers an evaluation of corporate actions according to the degree of progress made in implementation for the previous year. There are several actions for which the City has consistently undertaken throughout the span of the Strategic Plan and the commentary will not differ from year-to-year.

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

Guiding Principles

GP-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district.

In 2018, the City's Economic Development Officer and Northwest Business Centre Manager, co-chaired the Regional Economic Development Group. This body focuses on sharing best practices and collaborating on projects that support economic growth in the Kenora District.

At the beginning of the year, the City completed an Investment Readiness Assessment that identified a number of actions that could heighten Kenora's economic profile in the region. This includes the interdepartmental development table known as Team Kenora.

On March 28th, the Choose Kenora campaign was launched at the Lake of the Woods Development Commission Annual General Meeting. This youth attraction and retention initiative has resulted in three awards from the Economic Development Association of Canada.

The Harbourfront Business Development Plan is another unique initiative that received funding approval in 2018. Through this initiative, the City is seeking to conceptualize a new vision for the Harbourfront and drive investment in the area.

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

The City continued to deliver Super Summer Sundays in partnership with the Harbourtown Business Improvement Zone (BIZ).

Last year also marked the completion of Downtown Revitalization Phase III with implementation of wayfinding signage in the Harbourtown Centre and delivery of a survey to downtown businesses to measure job creation impacts

The City, continues to have a strong partnership with LOWDC, Harbourtown Biz and the Kenora Hospitality Alliance. Members of the Tourism & Recreation team attend monthly meetings and contribute to the direction and successful implementation of initiatives. With the introduction of the Municipal Accommodation Tax, the City has worked with LOWDC to develop a detailed 1 year plan for 2019. That plan will see a number of projects related to both economic development and tourism that will bring benefit to the community.

The Northwest Business Centre established an MOU with the NORDIK Institute to host a Program Coordinator for Social Enterprise in the Northwest Business Centre office. Although the intern was not hired, a consultant was and will be partnering with the NWBC to deliver social enterprise workshops and social enterprise training in 2019. In addition, the NWBC is expanding further by working with the Northwestern Ontario Innovation Centre to move forward with hosting a new staff person in the NWBC office. This involved a funding application, partner interest from a First Nation community and agreement from the City and BDC. Interviews were completed in 2018 and one full time and one part time person will be hired to work out of the NWBC office.

The NWBC hosted a number of workshops in 2018 and topics included food labeling and packaging (in partnership with the Northwestern Ontario Innovation Centre), Etsy Essentials, Facebook Basics for Business and Starting a Creative Business (in partnership with WorkInCulture).

In October, the NWBC partnered with the Business Development Canada (BDC), Kenora and District Chamber of Commerce (KDCC), LOWBIC and Economic Development to host a series of Small Business

Week events in Kenora. Eight events were hosted with over 250 people in attendance and 26 sponsoring organizations (up from 21 in 2017).

The Services Sector Working Group hosted a hiring fair on May 7 at Seven Generations Education Institute. Twenty-four business and services organizations registered a booth and high school students and the general public attended. Additionally, a Hiring Resource Meeting was hosted in September and a presentation from La Société Economique de l'Ontario was delivered to offer information and program information on hiring immigrants.

GP-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.

The Starter Company Plus program continued to gain momentum in 2018 and 35 clients were engaged, meaning that they participated in business training and had the opportunity to apply for a \$5,000 grant if criteria was met. Six grants were awarded in Kenora and as a result 22 jobs were directly created. The Summer Company program had two students participate from Kenora, both businesses launched, two jobs were created and two business licences were purchased. Furthermore, the NWBC worked with Headstart in Business to deliver Youth Enterprise Day Camp in the summer of 2018 and an Amazing Race for Business for high school students at Beaver Brae in the fall of 2018. The Manager at the NWBC was invited to sit on the Trades Committee (partnership between Beaver Brae Secondary School and St. Thomas Aquinas High School (provides exposure to both schools and aids in building relationships with the schools and key community members)

GP-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.

With the completion of the Investment Readiness Assessment, there was a recommendation to proceed with a competitive advantage analysis. In 2018, a funding application was completed and submitted to proceed with this project.

In November 2018, the City hosted a Housing Forum that included a number of prospective developers. Staff presented on incentives available and relevant policies that impact housing development in the community.



Develop Our Economy

1-1 The City will work with the LOWDC to ensure that the LOWDC is actively working towards Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council.

The Lake of the Woods Development Commission continued implementation of the 2017-2019 Strategic Plan in five key areas: Creating an Open for Business Culture, Collaborating on Housing Development, Advancing Kenora's Brand Promise, Pursuing Opportunities for Indigenous Engagement, and Encouraging Younger Generations to Live and Work in Kenora.

The 2018 Housing Forum is an example of an initiative jointly provided by both the City and LOWDC. Further, there are consistent meetings with Council to review business development activities

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

The Investment Readiness Assessment and subsequent implementation plan approved by Council has been a key piece to delivering on this action area in 2018. A major change that occurred was the removal of the public meeting requirement as part of the site plan control process which allows for a more streamlined approval process. A new Team Kenora inter-departmental approach to development has been adopted ensuring that opportunities are identified early and potential issues are addressed proactively.

1-3 The City will continue to lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, Indigenous Peoples, provincial & federal governments

The City continues to maintain a relationship with Avalon Advanced Materials and met with representatives in 2018. The Investment Readiness Assessment in 2018 also involved looking at approaches to attracting investment in the sector. An aspect of this was the initiation of a competitive advantage analysis project to compare Kenora to other regional communities.

1-4 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, Indigenous Peoples, provincial and federal governments.

This was another sector that was part of the Investment Readiness Assessment and will be supported by the competitive analysis project.

1-5 The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment.

In 2018, the City applied under the Rural Economic Development (RED) program to receive funding for a Growth Management and Vacant Land Supply Analysis. As part of this project, the City will be assessing municipally-owned lands with the intent of marketing them for development.

1-6 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.

City staff and Council discussed the elimination of the vacancy rebate program in an effort to improve tax collection. In 2018, the decision was to eliminate the program as it relates to fully vacant buildings.

1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development

The Services Sector Working Group met throughout 2018 and as part of the group, the City led the organization of a job fair at Seven Generations Education Institute. Further, a representative from the International and Community Matchmaker Program was hosted in Kenora to provide information on this immigrant attraction program.

1-8 The City will promote Kenora as a 365-day lifestyle destination.

The City of Kenora in partnership with Kenora Hospitality Alliance and other community partners delivered a marketing plan through three major campaigns (Your Backyard, Stay & Ski and Take a Hike) that focused on attracting visitors in the shoulder seasons.

In partnership with Destination Northern Ontario and Tourism Excellence North, the City offered an experiential travel training workshop that focuses on product development.

The LOWDC redefined its specials events grant process to allow events the opportunity to apply for up to \$20,000. One of the key metrics to scoring applications is seasonality.

1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours

The City of Kenora in partnership with Destination Northern Ontario and Sioux Narrows/Nestor Falls are working on developing the Lake of the Woods cluster to promote to the overseas market. A workshop was held for local operators to explain the International Travel Trade concept. Further, staff will be attending Rendezvous Canada (Conference to meet international buyers) in 2019.

The City received 66.6% funding from Destination Northern Ontario to reface both Gateway signs which include English, French and Ojibwe. New events at the Discovery Centre include Think Hub, Beyond Human Limits which is through a partnership with Science North. There is also a new knot tying station. Parks and Trails will experience will be enhanced through the introduction of the new Trails & Tour interactive app slated for turn-up in early 2019.

1-10 The City will support Kenora's "North America's Premier Boating Destination" Brand implementation strategy

City of Kenora staff attended the Winnipeg Boat Show to promote Kenora and Lake of the Woods. The Harbourfront dock has been fully equipped as the check in point for Canada Border Services Agency.

Staff continue to work on recruiting boating related events and supporting private investment to enhance and expand boating infrastructure.

1-11 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination.

The City of Kenora approved a 4% accommodation tax effective October 1st, 2018 with all the proceeds going towards Tourism and Economic Development related projects.

Staff continue to support event organizers and community partners. Destination Northern Ontario helped fund an Events workshop hosted by Folk Fest.

The LOWDC supported two events (National Indigenous Day & Harvest at the Hill) for \$10,000 each under its special events grants program



Strengthen Our Foundations

2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems

Within the Department, both the Roads Division and Water and Wastewater Division utilize in-house staff and resources to maintain current infrastructure. This eliminates the high cost of contractors and allows the City to be more responsive in addressing issues.

The City of Kenora Fire and Emergency Services Department (CKFES) has also been ensuring assets remain in a good state of repair with daily vehicle and equipment inspections to allow for efficient and effective emergency responses. Currently working with staff on any improvements to this process and inventorying maintenance issues in Station 2 and 3. To replace an aging apparatus replacement, a refurbished aerial platform apparatus was purchased in 2018.

Further improvements were made to the City's asset management program with Council approving an updated Asset Management Plan and new Strategic Asset Management Policy. This has enabled the creation of a committee-based approach to asset management at the City.

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.

The City of Kenora budget for 2018 included estimated capital expenditures of \$2.3 million on City bridges alone, before accounting for regular and unusual maintenance which added up to more than \$1.15 million. Moreover, the budgeted capital spending on roads for 2018 is an additional \$2.14 million, representing a combined \$4.4 million on roads and bridge capital works.

In 2018, the City continued to heavily advocate for funding from other levels of government to help reduce the infrastructure deficit. With the replacement value of the City's bridges alone over \$100 million, this has been continually reinforced among elected officials in the provincial and federal governments. This messaging has successfully led to the City receiving a grant to replace the 7th Avenue Bridge. As a result, the City was able to complete this project by the end of summer in 2018.

2-3 The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.

The City of Kenora has many tools to inform the public of emergencies etc. as well as very responsive and supportive media partners; however, Everbridge Kenora Alerts is the primary tool to inform the entire City of a serious emergency. The system is ready to go in the event it is needed and can only be effective if residents have registered.

Since 2017, there has been 8 notifications and 4,132 citizens registered – with 340 self-registered through Kenora.ca. In 2018, a contact list was established within Everbridge to call together the Emergency Control Group when necessary.

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

The City of Kenora continued its tradition of exploring innovative practices to improve public services. In 2018, this included joining both the Climate Asset Management Network; a cohort of 19 municipalities across Canada that work to integrate climate change considerations into various aspects of their asset management programs. Kenora also joined the Canadian Municipal Network on Crime Prevention. The network strives to build capacity and mobilize Canadian municipalities to prevent and reduce crime and foster community safety and well-being.



2-5 The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond.

In November 2018, the City and LOWDC hosted a Housing Forum which was designed to be a networking opportunity amongst participants. The intent was to further the conversation around potential partnerships to address gaps across the continuum.

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.

In 2018, Council approved the Enabling Affordable Housing Action Plan which includes a variety of different tools available to the municipality to facilitate housing development for a diverse range of housing types. Complementary to this Plan was an update to the State of Housing Report. This report illustrates the problems within Kenora's housing market and serves as the rationale for the deliverables in the Action Plan.

2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision

The application submitted under the RED program for the purpose of a Growth Management and Vacant Land Supply Analysis is focused upon vacant and transitional lands. These lands will be assessed with a lens to developing them to fulfill municipal priorities such as housing.

2-8 The City will, in partnership with Grand Council Treaty 3, Wauzhushk Onigum Nation, Ochiichagwe'Babigo'Ining First Nation, and Obashkaandagaang First Nation, continue to advance the Tunnel Island 'Common Ground' project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people

The Common Ground group continued to be engaged in 2018 on policies that pertain to Tunnel Island and are of cultural significance. This includes the visioning around the Harbourfront Redevelopment Plan so as to ensure redevelopment occurs in a way that is responsive to history and tradition.

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

Under the leadership of the Lake of the Woods Museum, construction of the new \$4.5 M Art Centre was started. The addition of this cultural asset to the City's leisure amenities is expected to encourage tourism and economic activity.

The Kenora Recreation Centre (KRC) staff continued their education by becoming certified as High FIVE instructors and implement the Principles of Healthy Child development, Quest 2 and Principles of Healthy Aging to staff. High FIVE focuses on course delivery to children and making sure all participants have an enjoyable experience when participating in programs at the pool, day camp and fitness. The KRC also continues to partner with outside groups to provide swimming lessons to children with very little exposure to the pool. In early 2018 the City of Kenora was awarded a Sledge Hockey Grant from the Government of Ontario. With this funding, 17 sledges were purchased and individuals of all abilities and ages were given the opportunity to learn a new skill. This program eliminated barriers for individuals who wanted the opportunity to be on the ice.

Council helped support the Lake of the Woods Senior baseball group with adding a senior rate to help their league with facility fees.

The KRC facility itself was improved by the installation of the new energy efficient circulation pump from the pool Dryotron. Also, finalized tie in reheating system to aquatic centre which is controlled by the Dectron. A new access to the referee room at the KRC was built. The lobby floor renovations were completed in the summer.

The Keewatin Memorial arena was prepped to have the dressing rooms updated and the Zamboni trenches in both arenas.

The Kenora Library held Storywalks on the Harbourfront during the summer months and hosted two magic shows during the Winter Carnival. Also started a Teen Advisory Group to help shape library collections and services offered to teens. Efforts were undertaken to engage seniors through the use of volunteers to deliver library resources to homebound/long-term care residents. Also, the Tell Me A Story – Intergenerational Storytime at Pinecrest Home (Partnership with Pinecrest/Community/Local schools)



2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.

The LOWDC in partnership with Kenora Hospitality Alliance, Harbourn town Biz, LOWBIC and Destination Northern Ontario developed a trails and tours app which will be launched in 2019. The app will include three tours – Historical, Mural & Cemetery along with all of the urban trails. Further, the app will include points of interest as well.

2-11 The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations.

As part of the Federation of Canadian Municipalities (FCM) Climate Asset Management Network, the City incorporated climate considerations into its Asset Management Plan and Strategic Asset Management Policy. Phase 2 of the project was also largely completed by the end of 2018 with the development of a climate risk framework to be complementary to the risk reports of linear assets produced through CityWide software. The new module is based upon the perceived vulnerability of City assets given projected climate impacts.

2-12 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.

LED lighting upgrades at the Kenora Library, Water and Waste Water Plants, and the Kenora Sportsplex playing field were completed in 2018. The Kenora Recreation Centre pool facility was improved by the installation of the new energy efficient circulation pump from the Dryotron.

The City also continued to develop the Community Energy Plan (CEP) with a draft being completed in late-2018. The City's Special Projects and Research Officer conducted a presentation on the benefits of energy planning before a class at the Seven Generations Education Institute.

2-13 The City will pursue operational procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment.

Current procurement practices for small fleet vehicles include a lens to choosing fuel-efficient options. The Fleet Division Lead has been involved in Community Energy Plan development. Based on available data in 2018, fuel consumption contributes the most to the City's carbon footprint.

2-14 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

Similar to previous years, Kenora Resource Consultants provided its annual report regarding the water quality on Black Sturgeon Lake. The report indicated that the health of the water body has remained consistent and is not deteriorating over time.

At the City's transfer station, staff were able to divert 1397 tons of recycle, 38 tons of Hazardous waste, 52 tons of electronics, 111 tons of scrap metals and 558 tons of leaf and yard waste from the landfill. Based on 2017 numbers, waste being directed to the landfill decreased by 29 percent.

2-15 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

The City of Kenora continued to lobby extensively on the infrastructure challenges facing the municipality in 2018. Staff and council held meetings with provincial ministries at conferences hosted by the Association of Municipalities of Ontario (AMO), Ontario Good Roads Association (OGRA) and Rural Ontario Municipal Association (ROMA). Discussions included topics such as funding for Phase IV of Downtown Revitalization, lack of affordable housing in the community and costly maintenance standards.

Focus On Our People

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

The majority of the organizational review recommendations have been implemented by 2018 as illustrated in the Organizational Review Update provided to Council in 2018.

3-2 The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy

A separate report outlining the progress made in implementing the HRM Strategy will be provided at a later date in 2019.

3-3 The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public. (This will be delivered to all Staff across the organization.)

The Clerks Department has selected a customer management tracking system and is looking to provide training / implementation in the summer of 2019. This system will allow a City wide tracking mechanism for customer complaints and issue tracking.

The CKFES collaborates with the Communications Officer to circulate fire messaging through media, City TV displays, social media and a new Facebook page.

The Kenora Chamber of Commerce recognized the staff at the Kenora Recreation Centre with the Customer Service Award for 2018.

3-4 The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.

Staff have attended all HR sessions related to this goal and training to supervisors is continually sought to strengthen leadership and customer service skills.

3-5 The City will commit to preventing occupational illness and injury in the workplace.

All City departments regularly meet the obligation of having monthly health and safety meetings, with good incident reporting procedures in place. Managers continually seek to go beyond the minimum and actively look to change the culture of the workplace such that supervisors view all accidents as preventable and are focused on being proactive rather than reactive.

3-6 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how

The Succession Planning Policy has stressed the importance of working closely with those individuals that indicate and show an aptitude to grow within the City departments. This is used in conjunction with the performance management program to identify those who are interested in promotions and outline the required steps and education to make them successful.

3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration

The City, in partnership with the Lake of the Woods Museum, Grand Council Treaty #3, Seven Generations, Wauzhushk Onigum Nation, presented several screenings of the movie Indian Horse, based on the novel by Richard Wagamese. The movie provided local residents with information about the Indian residential school system. As well, the Museum hosted the screening of the documentary Colonization Road.

A ceremony and feast to honour the sacred jingle dresses in the Museum's collection was prompted by the Museum's intent to host an exhibit on the jingle dress in 2019. The feast and ceremony was done in partnership with Wauzhushk Onigum, Ne-Chee Friendship Centre, WNHAC and the Women's Council of Grand Council Treaty #3.

The Museum's travelling exhibits: – Mijim: Traditional Foods of the Lake of the Woods Anishinaabeg (done in partnership with Iskatewizaagegan First Nation and the University of Manitoba's Natural Resources Institute) and bakaan nake-ngii'izhi'gakinoo'amaagoomin: we were taught differently: the Indian residential school experience (done in partnership with the Ne-Chee Friendship Centre and the Lake of the Woods Ojibway Cultural Centre) – both continue to be displayed at area communities and further afield as far as Saskatchewan.

3-8 The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Indigenous Partners, including cultural sensitivity training

In undertaking the Harbourfront Business Redevelopment Plan, the City has selected a consultant that has included indigenous-centred workshops as part of the visioning exercise for the project. Staff also identified further cultural awareness training as a key aspect to the orientation of the new Council. This is expected to be completed later in 2019.

3-9 The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board

During the course of developing policy briefs for meetings with provincial ministries, staff will often collaborate with the Kenora District Services Board (KDSB) to co-ordinate messaging and seek relevant data. Once again, in 2018, the City continued to advocate in unison with the KDSB on affordable housing issues and collaborate to address community development challenges.

3-10 The City will forge stronger relations with neighbouring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and the neighbouring communities

Both the City's Economic Development Officer and Northwest Business Centre Manager co-chair the Regional Economic Development Group. The quarterly meetings help to facilitate information sharing of best practices when it comes to economic development in the Kenora District.

The CKFES Department has regularly attended the bi-annual Kenora Fire District Mutual Aid Association meetings. Given its role in the Municipal Emergency Management Committee, the CKFES Department has organized meetings with Kenora Central Ambulance and Fire Communications Centre, Kenora District Ambulance, ORNGE helicopters and OPP. The Fire Chief has instructed the Basic Emergency Management Course for Dryden staff and council and instructed the Incident Management System 200 (Intermediate) course in Fort Frances in 2018.

3-11 The City will ensure that City appointed Boards and Committee Members are familiarized with the City's Strategic Plan, including the Mission, Vision and Values within that plan, together with the importance of their role as a Member of that Board / Committee

All City-appointed committees are familiar with the Strategic Plan. This was reemphasized during the orientation of the new Council. Emphasis has been placed on ensuring committee work links directly back to strategic priorities.

3-12 The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those organizations for the improvement of the City and our Community

As part of the Kenora Substance Abuse and Mental Health Task Force (KSAMHTF) the City applied under the National Crime Prevention Strategy to pursue a comprehensive study of the determinants of missing youth in the community. In addition, the City applied on behalf of the Kenora Pickleball Club for the Ontario Trillium Fund Capital Grant and New Horizons for Seniors Grant.

Conclusion

The City of Kenora continued to move forward on major strategic priorities in 2018. Addressing the infrastructure deficit and housing crisis in the community were particularly salient. The replacement of the 7th Avenue Bridge and continued improvements made to the policies and data underpinning the City's Asset Management Plan will undoubtedly help to manage the infrastructure deficit. Similarly, there were a number of different initiatives to help close the gaps across the housing spectrum. The Enabling Affordable Housing Action Plan and Investment Readiness Assessment are two programs designed to streamline housing projects and development in general.

Both staff and Council also sought to foster community inclusion through accessibility enhancements and reconciliation. With funding support from the Ontario Government, the KRC sledgehockey program ensures that Kenora is at the forefront of offering recreational services to community members of all abilities. The Lake of the Woods Museum delivered a number of events that celebrated Indigenous history and strengthened cultural understanding.

As the current iteration of the Strategic Plan nears its conclusion, the City recognizes there are several challenges that will persist moving forward. Whether it is housing or infrastructure, success on these fronts are dependent on partnerships within the community and amongst external agencies. Advocacy will be pivotal and has proven to be effective in highlighting the development challenges to local partners, the Ontario Government and the Federal Government.

2018 Strategic Plan Scorecard

Legend



Guiding Principle



Completed



In progress



Not Started

Guiding Principles

Corporate Action

Priority

Status

GP-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district.

Ongoing



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

Ongoing



GP-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.






Ongoing









GP-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.







Immediate












Strategic Area #1: Develop Our Economy		
Corporate Action	Priority	Status
1-1 The City will work with the LOWDC to ensure that the LOWDC is actively working towards Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council	Ongoing	
1-2 The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'	Immediate	
1-3 The City will lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, First Nations, provincial & federal governments.	Immediate	
1-4 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, First Nations, provincial & federal governments.	Immediate	
1-5 The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment.	Ongoing	





<p>1-6 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.</p>	<p>Immediate</p>	
<p>1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development.</p>	<p>Ongoing</p>	
<p>1-8 The City will promote Kenora as a 365-day lifestyle destination.</p>	<p>Immediate</p>	
<p>1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.</p>	<p>Immediate</p>	
<p>1-10 The City will support Kenora's "North America's Premier Boating Destination" Brand.</p>	<p>Ongoing</p>	
<p>1-11 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination.</p>	<p>Ongoing</p>	









Strategic Area #2: Strengthen Our Foundations

Corporate Action	Priority	Status
<p>2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems</p>	Ongoing	
<p>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.</p>	Immediate+ Ongoing	
<p>2-3 The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.</p>	Ongoing	
<p>2-4 The City will act as the catalyst for continuous improvements to the public realm.</p>	Ongoing	
<p>2-5 The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond.</p>	Immediate	
<p>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.</p>	Immediate	

<p>2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision.</p>	Ongoing	
<p>2-8 The City will, in partnership with Grand Council Treaty 3, Wauzhushk Onigum Nation, Ochiichagwe’Babigo’Ining First Nation, and Obashkaandagaang First Nation, continue to advance the Tunnel Island ‘Common Ground’ project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people</p>	Ongoing	
<p>2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life</p>	Ongoing	
<p>2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.</p>	Ongoing	
<p>2-11 The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations.</p>	Ongoing	
<p>2-12 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.</p>	Ongoing	
<p>2-13 The City will pursue operational procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment.</p>	Ongoing	

<p>2-14 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.</p>	Ongoing	
<p>2-15 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.</p>	Ongoing	

Strategic Area #3: Focus On Our People		
Corporate Action	Priority	Status
<p>3-1 The City will review and implement as appropriate the recommendations as contained within the City’s organizational review and approved by Council</p>	Ongoing	
<p>3-2 The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy</p>	Ongoing	
<p>3-3 The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public. (This will be delivered to all Staff across the organization.)</p>	Immediate	
<p>3-4 The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.</p>	Immediate	

3-5 The City will commit to preventing occupational illness and injury in the workplace.	Ongoing	
3-6 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.	Immediate	
3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration	Ongoing	
3-8 The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Indigenous Partners, including cultural sensitivity training	Immediate	
3-9 The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board.	Ongoing	
3-10 The City will forge stronger relations with neighbouring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and the neighbouring communities.	Ongoing	
3-11 The City will ensure that City appointed Boards and Committee Members are familiarized with the City's Strategic Plan, including the Mission, Vision and Values within that plan, together with the importance of their role as a Member of that Board / Committee	Ongoing	
3-12 The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those organizations for the improvement of the City and our Community	Ongoing	

April 2, 2019

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Development Services Strategist

Re: Community Energy Plan (CEP)

Recommendation:

That Council hereby approves the Community Energy Plan for the City of Kenora as prepared by VIP Energy and further;

That Council hereby directs administration to work to implement the measures designed to reduce energy costs at municipal facilities and support conservation throughout the community.

Background:

The City of Kenora began the Community Energy Plan project in August 2017 with funding support from the Ontario Government. The intent in proceeding with this project was to develop a comprehensive long-term plan to improve energy efficiency, reduce energy consumption and greenhouse gas (GHG) emissions. This Plan was conceived against the backdrop of escalating energy costs that were growing despite decreasing consumption at City facilities. Staff also saw it as a mechanism to access new funding for clean energy systems. This rationale also extends to existing programs that may not require a CEP to be eligible but could work to strengthen a project's business case. Finally, reducing energy consumption and climate change action were key elements as part of the City's Strategic Plan 2015 to 2020 and included as part of the 2015 Official Plan. A CEP was viewed as means to operationalize these commitments.

Both the corporate and community focused measures in the attached Plan were identified in consultation with a number of different stakeholders through a variety of means. Since 2017, there has been a combination of internal and external workshops, one-on-one meetings and public open houses. City staff in conjunction with VIP Energy also collected utility data to create a holistic portrayal of energy consumption in the municipality.

In November 2017, energy audits were undertaken at City facilities to identify a combination of systems and upgrades to reduce consumption. Since that time, there has been significant process made in implementing actions identified as short, medium or long-term targets within the Plan including:

Short-Term

- Install Smart Thermostat in Keewatin Library
- Install new weatherstripping on doors of Kenora Library
- Upgrade weatherstripping on City Hall doors

Medium-Term

- Install occupancy sensors at Operations Building
- Exterior LED Retrofit at Kenora Sportsplex
- LED Retrofit at Keewatin Memorial Arena

Long-Term

- LED Retrofit at City Hall
- Field LED Retrofit at Kenora Sportsplex
- Interior LED Retrofit at Waste Treatment Plant
- Arena LED Retrofit at Kenora Recreation Centre
- Repair crack in timber framing at Discovery Centre

Since 2014, the focal point of the City energy conservation efforts have been LED lighting conversions. This began with streetlights and has since included City facilities. These upgrades coupled with other minor capital upgrades will continue to be implemented in accordance with the attached CEP.

The CEP is intended to be broader than operational improvements but also encompass new energy systems and climate leadership in the community. While the context of energy planning in Ontario has shifted with a new government, there continues to be funding opportunities to drive uptake in clean technology. The 2019 Federal Budget committed \$1 billion to the Federation of Canadian Municipalities, primarily through the Green Municipal Fund (GMF). This program expansion includes support for:

- Energy retrofits of existing and new affordable and social housing projects operated by both municipal and community-based housing providers
- Community financing to enable municipalities to support homeowners as they make their homes more affordable and energy efficient
- Activities that reduce greenhouse gas emissions from large community buildings or other infrastructure
- Renewal of FCM's Municipal Asset Management Program

To ensure that the conversation around sustainable energy solutions are not confined to the corporation, the City intends to use the existing stakeholder advisory group as a platform for which best practices can be shared and broader community engagement. This group includes the private sector, NGOs and public agencies such as school boards.

Budget:

There are no budgetary considerations for this report. A future report to Council will be provided seeking to implement capital enhancements identified within the CEP yet outside of the City 5-Year Capital Plan.

Risk Analysis:

The recommendation carries a high governance risk however, this is deemed to be an opportunity to exercise leadership in energy conservation and sustainable development in the community.

The recommendation carries a high financial risk given that many of the measures identified may not be eligible under current incentive programming. This is mitigated by the favorable pay-back period these capital upgrades offer. Risks can be further reduced by accessing FCM funding for larger-scale energy systems at City facilities.

Communication Plan/Notice By-law Requirements:

Resolution required. The CEP will be published on the City website and forwarded to departments.

Strategic Plan or Other Guiding Document:

2-11: The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations

2-12: The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities

2-13: The City will pursue operational and procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment

Community Energy Plan 2018

Lake of the Woods KENORA



Project funding support provided by the Government of Ontario

A COLLABORATION BETWEEN THE CITY OF KENORA AND VIP ENERGY SERVICES, INC.

Table of Contents

Executive Summary 4

1 Introduction 6

2 An Overview of the City of Kenora 9

 2.1 Vision 9

 2.2 Importance of a Community Energy Management Plan 9

3 City of Kenora Energy Performance 11

 3.1 Energy Consumption 11

 3.1.1 Electricity 12

 3.1.2 Natural Gas 16

 3.1.3 Transportation 21

 3.2 Carbon Footprint 21

 3.3 Comparison with Other Cities 24

 3.3.1 Climate 25

 3.3.2 Benchmarking Summary 26

4 City Energy Conservation Measures 28

 4.1 The Start of the Journey: Energy Audits 28

 4.2 Energy Conservation Measures Implemented 29

 4.3 Energy Conservation Measured Planned 29

 4.4 Energy Conservation Strategies 30

 4.4.1 Short-Term Strategies: 30

 4.4.2 Medium-Term Conservation Strategies 32

 4.4.3 Long-Term Conservation Strategies 36

 4.5 Operational Efficiency Improvements 39

 4.5.1 Green Purchasing 39

 4.5.2 Green Cleaning 41

 4.5.3 Electronics Recycling 41

 4.5.4 Fuel Efficiency and Emission Reductions 42

 4.5.5 Indoor Environment Quality 42

 4.6 Water Efficiency 46

5 Community Energy Conservation Measures 47

 5.1 Energy Conservation Measures Implemented 47

 5.1.1 Workshops and Advisory Stakeholder Group 47

 5.1.2 Energy Mapping 48

 5.1.3 Community Engagement 55

 5.2 Energy Conservation Measures Planned 56

 5.2.1 Community Conservation Culture 56



5.2.2 Energy Efficiency..... 57

5.2.3 Energy Generation and Security 58

5.2.4 Land Use and Growth 59

6 Implementation Plan 61

6.1 Monitoring and Reporting 69

6.2 Governance 69

6.3 Regional Engagement..... 70

Appendix A – Energy Data 71

Appendix B – Green Cleaning Template 72

Appendix C – City Maps (From the Kenora Official Plan) 78

Appendix D – Key Stakeholders..... 79

Glossary..... 80

EXECUTIVE SUMMARY

High-quality, reliable, efficient, low cost energy services are fundamental to the overall competitiveness and environmental impact of cities and towns. In the future, energy prices globally are likely to be volatile, with an underlying upward trend. Concerns over climate change resulting from the greenhouse gases caused by energy use are growing and are increasingly the subject of national and international legislation and agreements. Canada has one of the highest energy usage rates and greenhouse gas emissions per capita in the industrialized world¹. Eighty percent of Canada's energy is used in urban centres. Municipalities that embrace the challenges of energy efficiency, climate change and overall energy costs will create major and sustainable opportunities for their residents and businesses.

The Towns of Kenora, Keewatin and Jaffray Melick amalgamated on January 1, 2000 to form the present-day City of Kenora. With an approximate population of 15,096 people, Kenora is located in Northwestern Ontario and is known as the "Premier Boating Destination of North America." The City is a vibrant city situated on the north shore of the Lake of the Woods. Kenora has approximately 300 km of roads with about 173 km paved, 130 km unpaved, and 18 bridges. We provide potable water and sanitary sewer to approximately 15,000 customers, and we offer curbside garbage and recycle collection within the municipal boundaries.

Kenora's location in the heart of the Boreal forest has long supported a forest products industry and regional mineral deposits support a sector of mining services companies. Kenora is also the largest healthcare centre outside of Thunder Bay as well as a hub for other government operations serving Northwestern Ontario. Development of resources, tourism, cottages, and infrastructure across the vast area of Kenora District has also supported a cluster of construction businesses in Kenora that complete projects throughout the region.

The City of Kenora is undertaking a Community Energy Plan (CEP) to build the community's energy resilience in light of future risks, align with provincial, national and international climate policy directives and foster opportunities for cost-savings and environmental sustainability.

The CEP is designed to create the roadmap to help achieve its environmental targets as well as equip the community to control rising energy costs and help develop the local 'green' economy. The energy plan is seen as a key driver to expand current Municipal efforts to expand its retrofit

¹ Canada is only surpassed by Iceland and Luxemburg in terms of total energy use per capita. Energy Use (kg of oil equivalent per capita), World Bank, 2013.

practices throughout Kenora and foster a 'Conservation Culture' in the community through engagement that can lead to a broader understanding of energy including land-use planning, transportation, water and waste diversion. The City of Kenora recognizes the vital importance of a sustainable, long-term approach to energy consumption and supply. The Community Energy Plan (CEP) aims to ensure its energy use and energy services will make it one of the most attractive Canadian communities in which to live, work, play, learn and invest. At the same time the City's CEP will ensure that its impact on the environment will always meet or exceed global best practice. The CEP is a critical element in supporting sustainable growth.

The Plan outlines specific and broad measures that will be implemented to reduce the overall energy used, the emissions levels per capita and reduce or negate the impacts of future growth on both energy use and emission levels. These results will be achieved by implementing the CEP recommendations to ensure all of the links in the energy supply chain from the energy source to its final use are as reliable, economic, efficient and are developed with an emphasis on reducing environmental impacts. These recommendations build on each other and form an integrated solution. They begin with measures specifically geared towards municipal operations and broaden to include community-wide measures.

As a catalyst of commitment, the CEP is a long-term road map that will require a sustained commitment of the present and future elected leadership as well as the community to succeed. Some short-term decisions involving planning and energy infrastructure need to be made to secure the long-term implementation. Following the final approval of the CEP, a commitment is being made to put in place the necessary detailed information, guidelines and policies to ensure there is no ambiguity around what is expected.

The progress of the plan, in terms of the key goals, is to attract investment, create jobs, increase energy efficiency and reduce greenhouse gas emissions, and should be consistently measured and reported on a regular basis. The CEP recommendations ensure the overall energy structure has flexibility to add multiple renewable heating, cooling and electricity sources in the future years, further reducing impact of Municipal operations on the environment.

At least once every five years the plan's targets should be revisited to ensure they are still consistent with the overriding commitment to use global best practices and act as a model for other municipalities to show that competitive growth can occur with sensitivity for the environment and climate.

1 INTRODUCTION

The City of Kenora has made it a priority to promote environmental sustainability and awareness. We have taken many steps towards creating an operational environment that values the minimization of the environmental impacts of our operations.



We believe that climate change is an important issue confronting the world and accept that human activity has a major impact on our environment through our use of non-renewable energy, depletion of natural resources, and the emission of greenhouse gases. We are motivated to encourage residents, visitors and the employers to lessen their ecological footprint and accept responsibility in this regard.

Energy conservation has been embraced through a spectrum of inspired ideas. The steps we have taken represent a strong commitment to playing a greater role in environmental stewardship. We have developed and implemented policies that will allow us to weave 'sustainable' thinking throughout all future planning and day-to-day operations. An action-based, goal-oriented Energy Conservation and Demand Management Plan 2014 (CDM Plan 2014) was developed to guide our transformation from inspired ideas into a strategy for all future operations and policies. A commitment to completing the required 2019 CDM Plan update has been made and includes updated facility audits to support our next phase of energy optimization and efficiency improvements.

Corporate CDM Plans (2014 and the soon-to-be completed 2019) were developed to be a guiding reference for our energy-conservation initiatives and policies. The timing of the CDM Plans are aligned with Ontario Regulation 397/11 made under the former Green Energy Act, 2009. The Plans contain progressive initiatives and goals stemming from other organizations and jurisdictions and a commitment from all levels of our organization to take action. The Plan is intended to promote sustainable operations' management through a series of short, medium and long-term action steps.

Our comprehensive CDM Planning Process clearly describes the conservation measures that are or will be deployed to reduce energy consumption. It documents answers to areas such as:

- Strategic Planning and integration with other municipal plans
- Structure Plans including staffing requirements and consideration of energy efficiency for all City projects
- Resources Planning and identification of key internal and external resource requirements including energy training
- Procurement Planning in terms of procurement of energy and energy efficiency considerations for purchased equipment
- Implementation Planning outlining energy considerations in Building Standards and the development of Communication Programs
- Investment Planning identifying the funding sources for energy-related projects
- Implementation Planning and a Projects Execution strategy

Furthermore, goals and objectives for our Energy Conservation and Demand Management Planning have been established as:

- Ensuring energy efficiency consistency across municipal facilities.
- Monitoring and reporting on energy consumption in quarterly intervals. Staff will monitor and verify ROI to enable reinvestment in energy projects and report on energy consumption four times per year.
- Better analysis of energy costs and looking for savings opportunities. This will include reviewing energy commodity procurement options and taking advantage of all available resources and funding for energy projects.
- Raising staff and Council awareness around energy efficiency. This will include communicating successes to both internal and external stakeholders.
- Strengthening partnerships with external stakeholders such as electric and gas utilities.
- Identifying and seizing renewable energy generation opportunities.

A natural progression from this foundation was the adoption of a strategy to create a Community Energy Plan (CEP). A CEP is a comprehensive long-term plan to improve energy efficiency, reduce energy consumption and greenhouse gas emissions, foster green energy solutions and support the City's economic development. The CEP looks at energy use across the entire municipality and includes residential, commercial, industrial, transportation and public-sector energy use (municipal operations and energy and water infrastructure). Energy conservation for all sectors are examined within a broader context of the built environment, land use planning, growth

planning and the generation and transmission infrastructure. Further, the CEP enables the City to communicate its commitment to other Regional and Provincial Energy Plans.

Municipalities play a significant role in determining how energy is used. Efficient energy use is a Provincial priority and has been communicated in print via *the Planning Act*², the *Provincial Policy Statement, 2005*³, and the *Places to Grow Act, 2005*⁴.

This CEP 2018 begins with a review of the historic energy consumption patterns at each of our facilities. We have approached this strategic plan with consideration for its social, economic and environmental responsibilities and is committed to creating a culture of conservation and efficiency within the Community.

² Section 2 of the Planning Act states the “Supply, efficient use and conservation of energy” is a matter of provincial interest; Section 7 identifies energy efficiency as an eligible cost of a Municipal improvement plan; and Section 6 states that subdivision planning shall be designed to optimize the available supply, means of supplying, efficient use and conservation of energy efficiency.

³ Section 1.8 of the Provincial Policy Statement, 2005 sets out a number of policies requiring planning authorities to support energy efficiency.

⁴ Section 6 of the Places to Grow Act, 2005 lists the conservation of energy as a consideration in growth plans.

2 AN OVERVIEW OF THE CITY OF KENORA

2.1 Vision

This Community Energy Plan was created with our defining goals in mind. The City of Kenora's Strategic Plan: 2015 to 2020 identifies our community Vision:

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

And our Mission:

To deliver quality, cost-effective Municipal services.

This CEP process will support both of these core concepts by driving future thinking, planning and action with regards to energy supply, use and conservation strategies. We will continue to reduce energy consumption and costs through the efficient use of energy. This will involve education, awareness and an understanding of energy management.

“To raise staff and Council awareness around energy efficiency. This will include communicating successes to both internal and external stakeholders.”⁵

In a phrase, we will continue to strive to establish a community-wide ‘Conservation Culture’. Using these guiding principles, measures have been established to reduce our Energy Use and Carbon Footprint while taking a leading role in Sustainable Operations and Development. This vision can be achieved through the integration of energy efficient facilities, infrastructure, operational strategies and a shift in the awareness and knowledge of energy in the community.

This document will be our strategy to achieve our energy conservation and sustainability goals. These initiatives will guide us and educate our community as we move towards energy and environmental management leadership locally, provincially and nationally.

2.2 Importance of a Community Energy Management Plan

Energy management is currently viewed as a key activity for all municipal organizations. A large portion of the energy used within our buildings is based on fossil or non-renewable fuels. This

⁵ Energy Conservation and Demand Management Plan, City of Kenora, 2014

not only depletes scarce resources but is also viewed as a key driver of greenhouse gas emissions and climate change.

Globally, it is widely accepted that climate change can in many ways be attributed to the effect of human-created pollution on the climate. Primarily, the burning of fossil fuels causes emissions of large amounts of greenhouse gases to enter the atmosphere, of which the most prevalent is carbon dioxide (CO₂). These emissions absorb infrared radiation emitted by the earth's surface and act as "blankets" over the atmosphere, creating warmer climatic conditions. Global warming has been linked to several important global issues such as melting of the polar ice cap and a subsequent rise in sea levels, creating more arid climates where freshwater resources are depleted; crop patterns are altered and decreased air quality and smog lead to overall human health challenges.

Despite the availability of alternate sources of renewable energy, the limited uptake of these technologies has meant that they are not yet widespread enough to eliminate dependence on fossil fuels. As municipal leaders, it is important to reduce our energy consumption in order to minimize our environmental impact. Reducing our overall energy consumption, in addition to reducing our environmental footprint, will also promote fiscal responsibility by helping to reduce our operating costs.

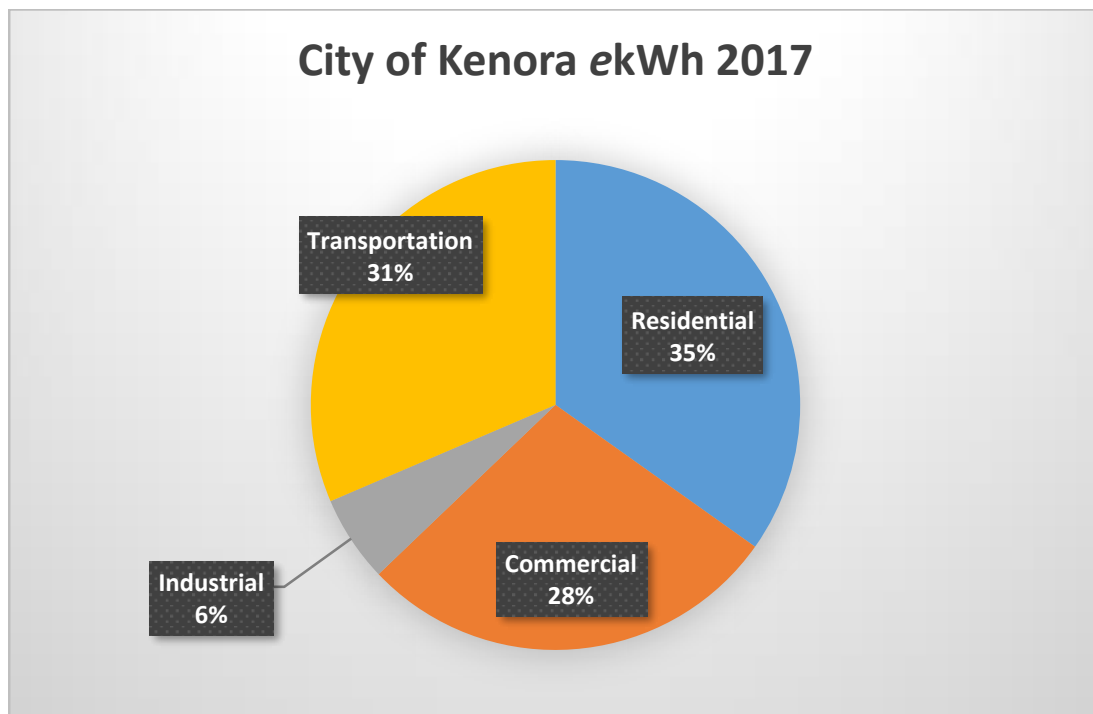
The Canadian Green Building Council notes that design, operation and behaviour each share a one-third responsibility for long-term energy performance. This Community Energy Plan is a key piece to a cohesive overall strategy.

3 CITY OF KENORA ENERGY PERFORMANCE

3.1 Energy Consumption

The predominant forms of energy consumed in Kenora are electricity, natural gas, and transportation fuels such as gasoline and diesel. Synergy North (SN), Hydro One Networks Incorporated (H1) and Unions Gas Limited (UG) supply and deliver the electricity and natural gas, while gasoline and diesel are provided by multiple local vendors. Through data submitted to the Ontario Ministry of Energy, Northern Development and Mines, as well as data provided by the City, a comprehensive analysis of City energy used by the estimated 15,096 residents (as per the 2016 census data) was generated. As no comprehensive transportation studies were available, the energy consumed by the transportation sector has been derived from census data and provincial averages of fuel economy and annual travel distances. An actual local study would affect the illustration of the energy consumption of this sector and may differ from the data presented below. It should also be noted that a lack of data from other fuel sources, such as fuel oil, has led to these fuel types being omitted from this chart. However, it is expected that their contribution would not drastically alter the overall energy distribution.

Figure 3-1 Total Energy Consumption Distribution



Residential and commercial buildings represent the greatest opportunities for improvement in Kenora and analysis shows that overall consumption grew by 2% from 2016 to 2017. However, energy distribution did not significantly change from year to year. On a per capita basis, Kenora consumes approximately 8.7 eMWh/capita. This is slightly lower than the Ontario average of approximately 10 eMWh/capita⁶ and is much lower than the averages seen in larger cities like Toronto (29 eMWh/capita)⁷.

3.1.1 Electricity

Hydro One (H1) owns and operates one of the largest electrical grids in the world and services communities all across Ontario. H1 has shown commitment to managing its and its clients' environmental impacts and delivering social and societal benefits while maintaining a strong economic performance. Recently, in 2015, H1 received a "Sustainable Electricity Company" designation by the Canadian Electricity Association in recognition of these efforts. Likewise, Synergy North has been created through a coming together of Kenora Hydro and Thunder Bay Hydro in order to create a more efficient overall delivery mechanism for their clients.

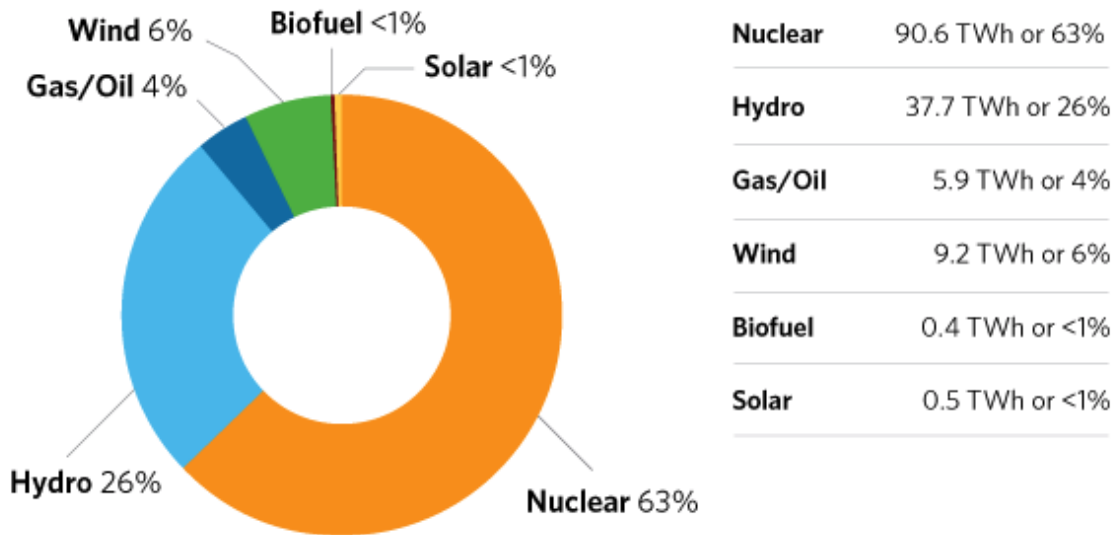
The energy supply mix in Ontario has changed over the past several years. Ontario has removed its coal-fired power generation, adding renewable energy sources which have become key contributors to the overall energy supply. Bio-mass coal plant conversions, wind farms and solar plants are now all represented in the power generation grid and have grown in importance, allowing for a reduction in the environmental impacts of our electrical generation. Nuclear generation has long been a major part of Ontario's energy supply, but our nuclear generating stations are aging and will require costly refurbishment in the coming years. To avoid the high costs associated with new nuclear stations, Ontario will increasingly look to new, innovative ways to sustainably support our growing energy demand. The electrical infrastructure itself is also aging. This will lead to repairs, maintenance and refurbishments of substations, power lines, and generating stations which will lead to a desire to create more localized electricity supply options. All of this activity will reduce the funding available for improving or expanding the existing infrastructure and place further pressure on Ontario to reduce this growing demand. Below is a representation of the energy supply mix on Ontario's transmission system as reported by the IESO's most recent 18-Month Outlook, released September 2018⁸.

⁶ Ontario electricity Options Comparison, Strategic Policy Economics, 2013

⁷ Toronto's Sustainable Energy Plan, 2007

⁸ <http://www.ieso.ca/Learn/Ontario-Supply-Mix/Ontario-Energy-Capacity>

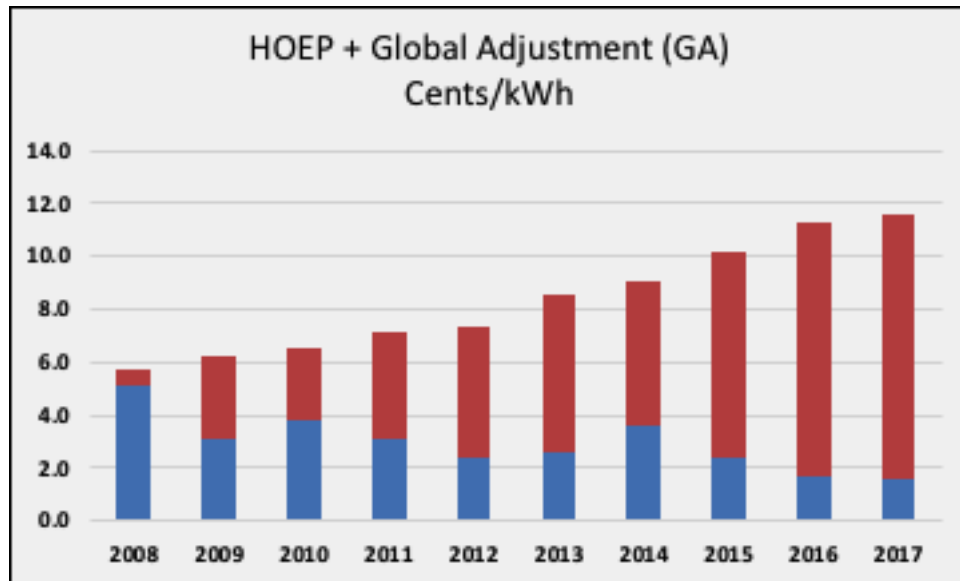
Figure 3-2 IESO Ontario Supply Mix⁹



As Ontario has attempted to correct its electricity pricing to better reflect true market value, the costs of residential electricity have been steadily rising. These rising costs have been compounded by the decision to purchase renewably produced electricity at a premium over more traditionally produced electricity. Historical electricity commodity and Global Adjustment prices are shown in the table below.

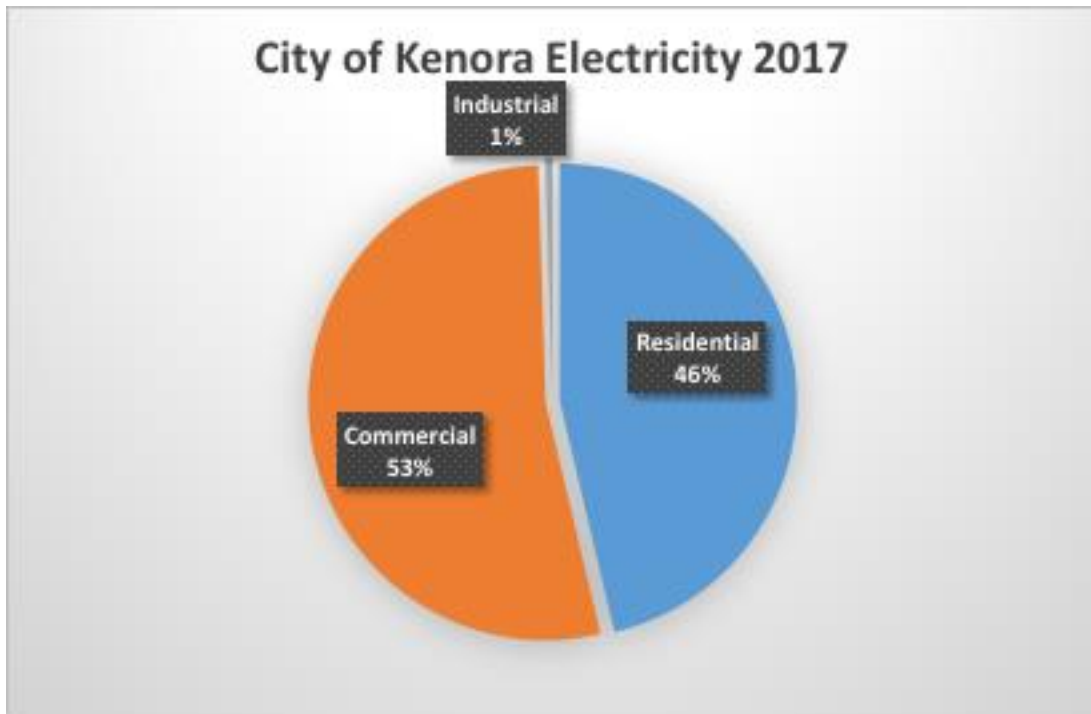
⁹ <http://www.ieso.ca/Power-Data/Supply-Overview/Transmission-Connected-Generation>

Figure 3-3 Residential Electricity Pricing¹⁰



Within the City of Kenora, electricity consumption accounts for 24% of the total energy used and totalled approximately 128,000 MWh in 2017. The table below further defines where the electricity was consumed, and this data is also presented geographically in **Section 5.1.2: Energy Mapping** of the CEP. The majority of electrical consumption is being used by the commercial and residential sectors. A small percentage of electricity consumption is exhibited by industrial facilities.

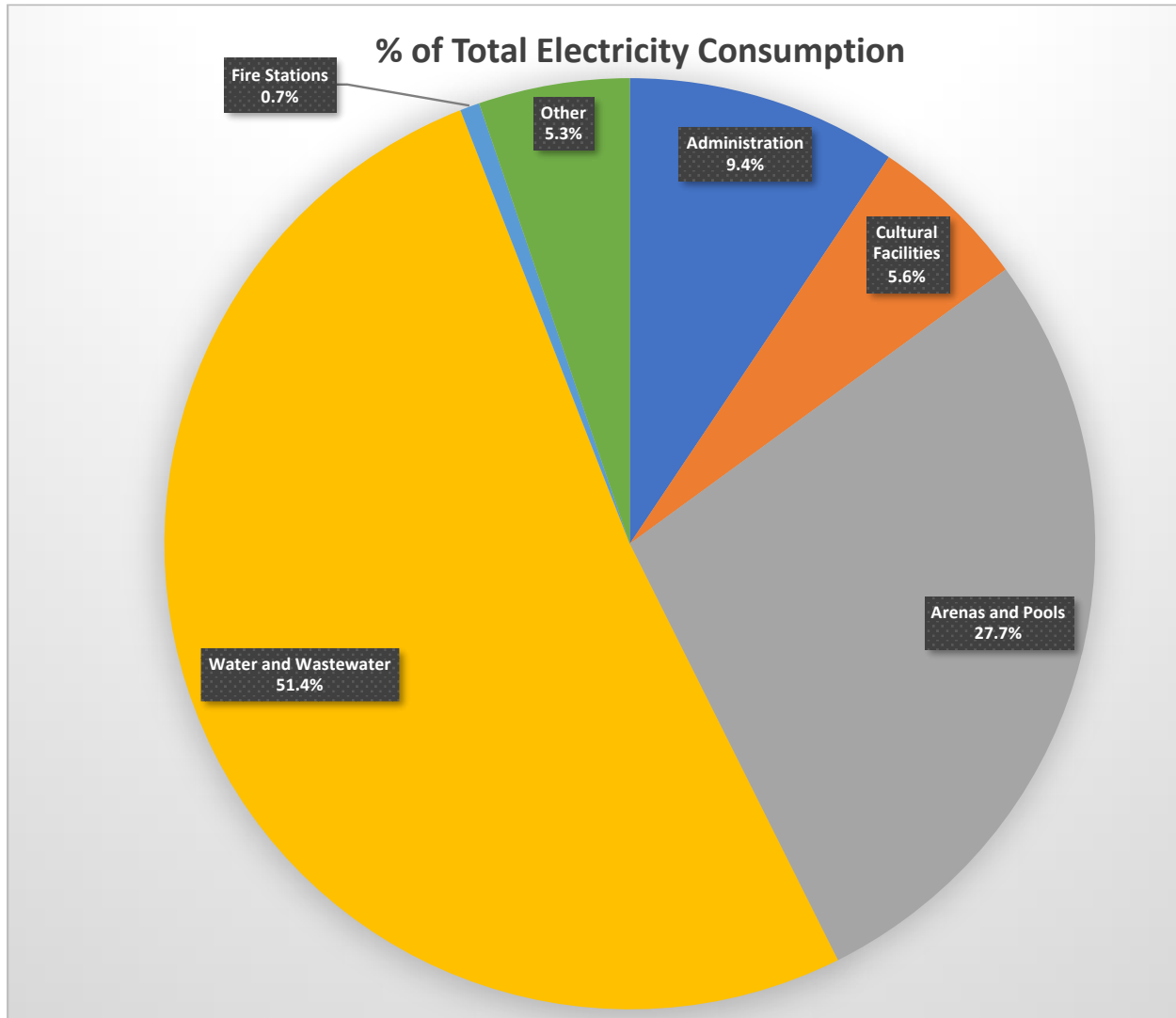
¹⁰ <http://www.ieso.ca/Power-Data/Price-Overview/Global-Adjustment>

Figure 3-4 Electrical Consumption Distribution¹¹

Municipal buildings represent about 7.6% of the total electrical consumption, and 13.9% of electricity consumed in the commercial sector. This highlights the key role that Municipal facilities play in the electrical profile of Kenora as-a-whole and the amount of positive impact the conservation measures outlined in this CEP will have in the largest consumption sector. Currently, approximately 50% of Municipal electricity consumption is used in water supply and wastewater treatment facilities. Consumption distribution among municipal facilities is shown below. These high consumption categories actually bode well for the municipality as they are areas in which energy efficient retrofits are popular and decreasing in price. LED lighting is becoming more popular and prices are dropping, allowing cities to take advantage of the large electrical savings that can be achieved with high efficiency lighting systems. Even though the replacement of streetlights as well as facility lighting has been completed, there are still many opportunities to add further retrofits, as well as increase controls. Pumping stations can reduce their consumption through re-commissioning and higher efficiency motors, although these projects tend to have longer payback periods. In any case, the data below will help to guide decisions on energy conservation measures as we move through the CEP.

¹¹ H1 and Kenora Hydro supplied Billing Data

Figure 3-5 Electricity Use by Municipal Building Type¹²



Historically, a decrease in electrical consumption has been observed by municipal facilities. For example, between 2014 and 2015, corporate electricity consumption decreased by approximately 3%, largely driven by work completed at recreational facilities, resulting in over 8% of year-over-year consumption reductions.

3.1.2 Natural Gas

Union Gas is one of Ontario’s largest providers of natural gas, with pipelines stretching across the province. Union gas serves 1.4 million residential commercial and industrial customers in more

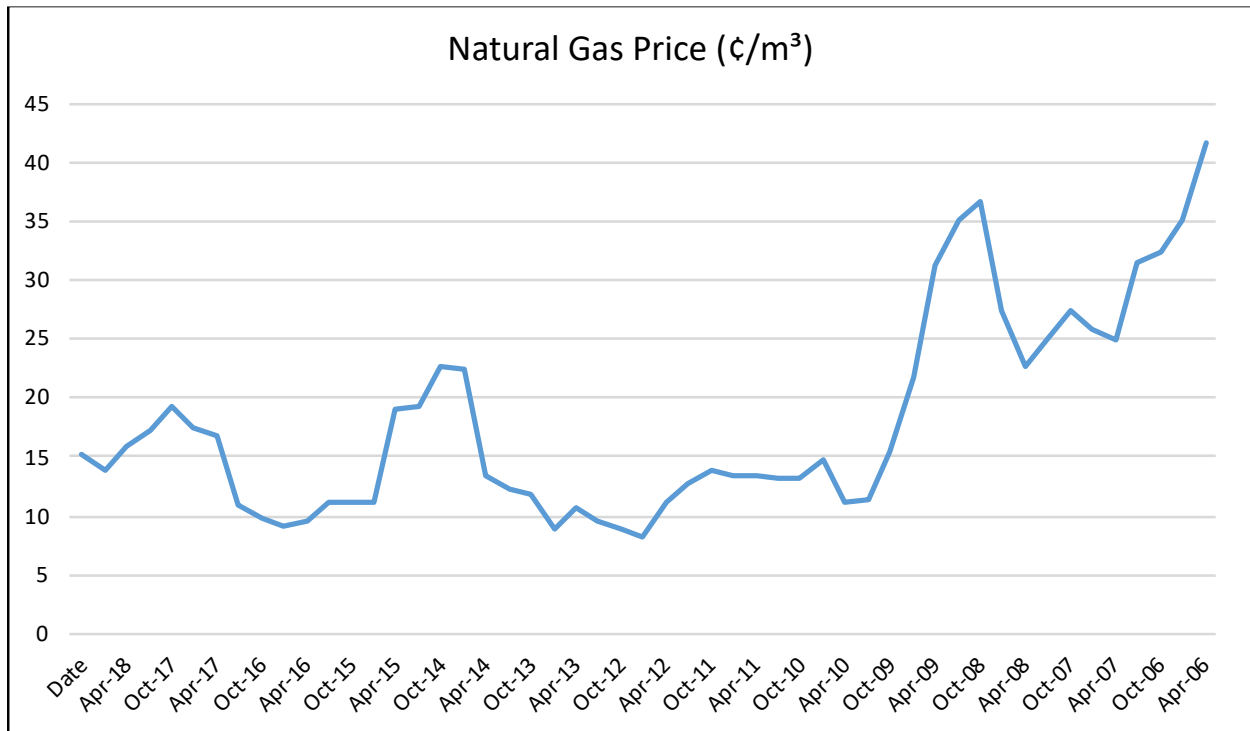
¹² Hydro One supplied Billing Data

than 400 communities across northern, southwestern and eastern Ontario. Union Gas's storage and transmission business offers a variety of storage and transportation services to customers at the Dawn Hub, the largest integrated underground storage facility in Canada and one of the largest in North America. The Dawn Hub offers customers an important link in the movement of natural gas from Western Canadian and U.S. supply basins to markets in central Canada and the northeast U.S.

Historically, natural gas prices have been dropping in Ontario which have now recently stabilized and no longer display the large volatility seen in the early 2000's. This is largely due to the influx of supply from non-traditional natural gas reserves being exploited through new hydraulic fracturing techniques. This increase in supply has reduced consumer pricing and made natural gas heating and electricity generation more attractive. This trend is worrisome in the context of carbon emissions as natural gas is a comparatively-high GHG producer when compared to electricity produced in Ontario. One kWh of electricity from the provincial power grid generates approximately 0.096 kg of GHG emissions while 1 ekWh produced via natural gas will generate approximately 1.02 kg GHG¹³. This GHG effect can be counter-productive to conservation efforts as the low natural gas prices can cause projects which displace natural gas consumption can have increased payback periods. This trend is strengthened by the recent repeal of the Cap-and-Trade program in Ontario, although the potential imposition of a Federal Carbon Tax may help to reverse this trend.

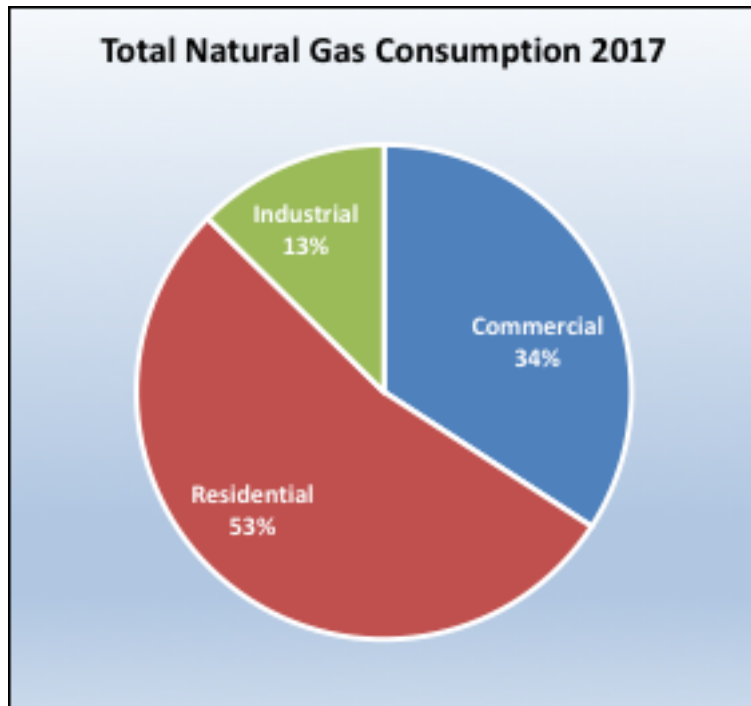
¹³ When using conversion rates used in the Ontario Ministry of Energy, Northern Development and Mines Emissions' Template

Figure 3-6 Natural Gas Pricing¹⁴



In Kenora, natural gas use accounts for 234 million ekWh or just over 44% of the total energy use. This use is distributed into the different zoning types as shown in the figure below.

¹⁴ <https://www.oeb.ca/rates-and-your-bill/natural-gas-rates/historical-natural-gas-rates>

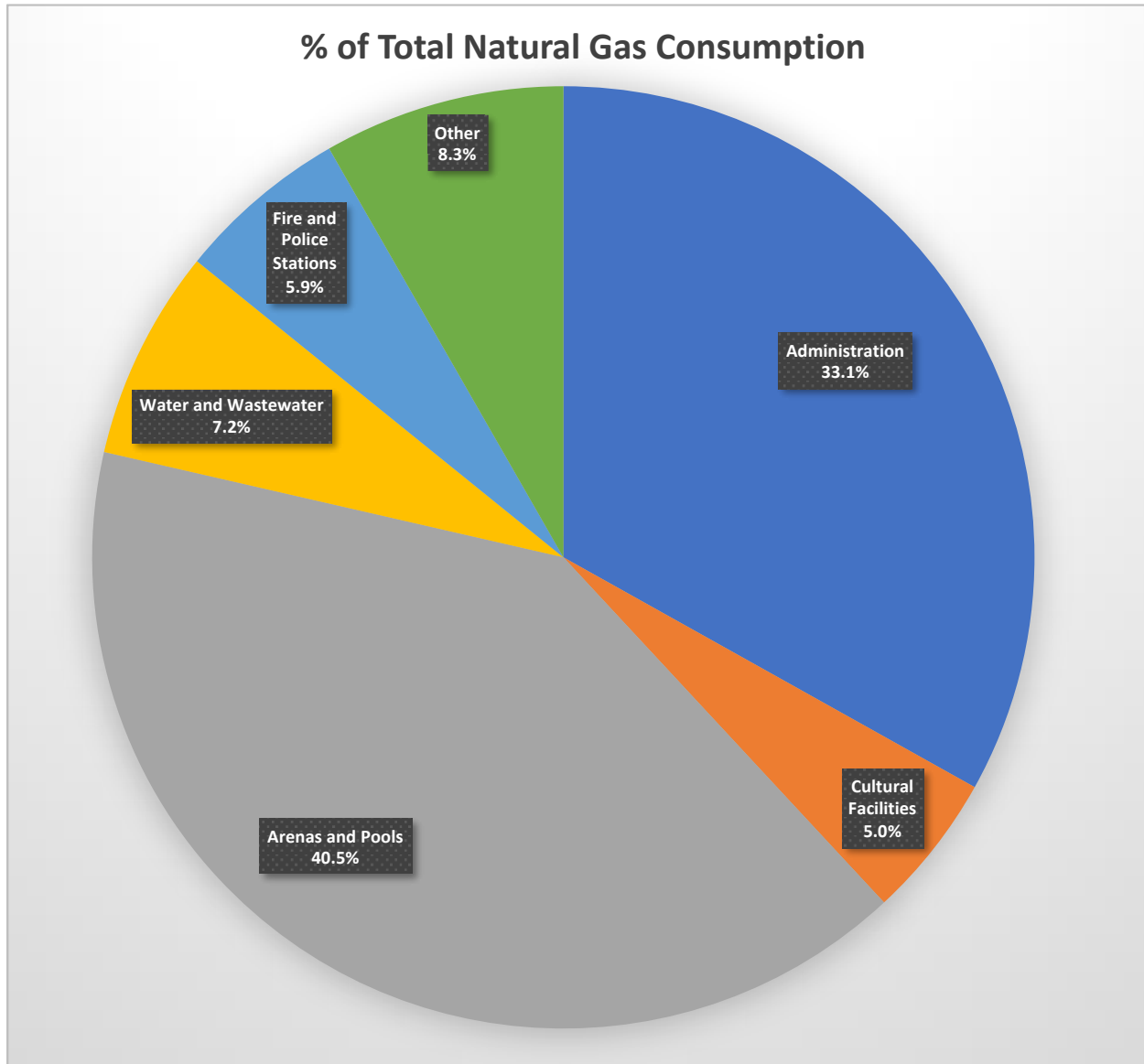
Figure 3-7 Natural Gas Consumption Distribution¹⁵

Natural gas consumption is primarily located in the commercial and residential sectors with a much smaller contribution from industry. This is due mostly to the increased heating requirements of the local climate and residential and commercial natural gas burning furnaces. This offers opportunity to invest in greater thermal efficiencies of buildings and boilers to help reduce natural gas use.

The municipal buildings in Kenora only account for approximately 2% of this total consumption (2016 data). This use is distributed into the facility categories shown in the figure below. With arenas, pools and fitness centres accounting for over 40% of the total, there is significant room for improvement in these process heavy facilities. Building re-commissioning, boiler upgrades, operational changes and the incorporation of solar water heating for pools can all have a significant impact on the overall usage at these facilities.

¹⁵ Union Gas supplied bill data

Figure 3-8 Natural Gas Use at Municipal Buildings¹⁶



Looking at the historical natural gas usage of municipal facilities we see that like electricity, consumption levels have been on the decline, dropping by 18% between 2014 and 2016 (2015 exhibited a 15% decrease over 2014 and this time period is where most of the reductions were created). From an environmental stand point, this trend is encouraging as natural gas combustion generates much more GHG on a per kW basis than does electricity from Ontario’s electrical grid. Going forward the City will need to continue to carefully balance the financial incentives of

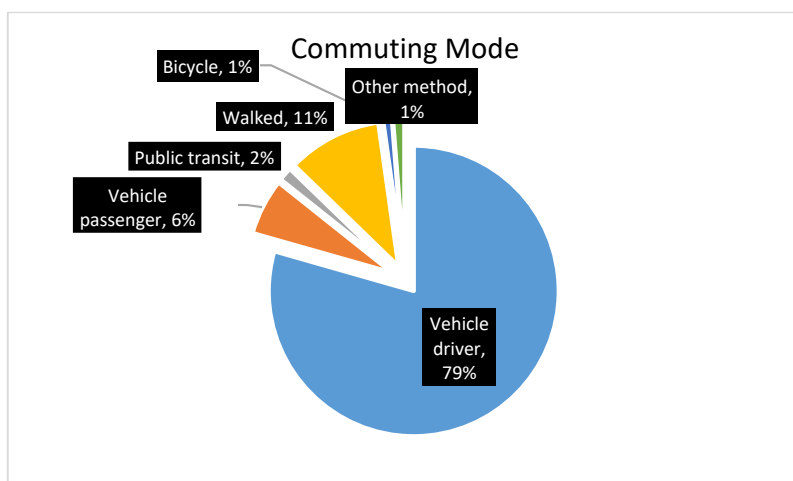
¹⁶ Union Gas supplied bill data

cheaper fossil fuel energy sources with the social responsibility of reducing GHGs in order to avoid any slippage in this area.

3.1.3 Transportation

In Canada, transportation accounts for around 166 million ekWh annually, approximately 31% of total energy use and 43% of greenhouse gas emissions¹⁷. In Ontario, transportation is the single largest contributor of GHG emissions, accounting for over 30% of totals¹⁸ meaning that Kenora is in line with the provincial average. Transportation includes vehicles used for public transportation, personal use and industrial uses.

As of the 2016 Census, public transit accounted for only 2% of total commuting methods. Provincially, primary drivers account for 70% of transportation to work modes with 13% using public transit. While these provincial numbers are buoyed by the large populations using public transportation to and from the GTA, the above data does highlight the need for



improved public transportation within Kenora. Efforts to improve public transport are necessary to reduce the community’s GHG emissions profile.

According to the 2016 Census, the median time travelled to work in the City of Kenora was over 15 minutes for 31% of the respondents; this is much lower than the Ontario average of 76%.

3.2 Carbon Footprint

One of the most important steps toward sustainability is the understanding of our current energy usage patterns and carbon footprint. In order to allow the City to quantify its environmental impact, we look at our resource consumption and contribution through greenhouse gas emissions. These factors create a measure known as our carbon footprint.

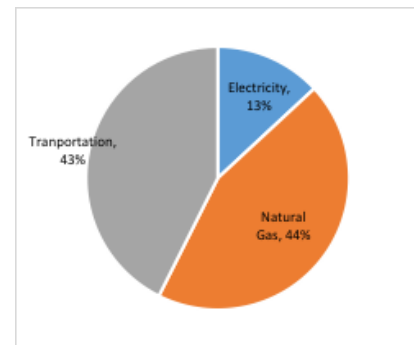
¹⁷ Energy Efficiency Trends in Canada, 1990 to 2010

¹⁸ Driving Down Carbon. Pembina Institute. 2009

Tracking CO₂ Equivalent

The dominant man-made greenhouse gas, carbon dioxide (CO₂), is emitted when fossil fuels are burned in homes, vehicles, factories, or power stations. But there are other greenhouse gases such as methane (CH₄) and nitrous oxide (N₂O). These are much more potent than CO₂ but are less prevalent.

In order to simplify the estimation of the City's carbon footprint for an activity or product, and compare data in a meaningful way, all carbon footprint estimates are written in terms of carbon dioxide equivalent or CO₂e. This means that the total climate change impact of all the greenhouse gases caused by an item or activity are combined and expressed in terms of the amount of carbon dioxide that would have the same impact. CO₂e is expressed in tonnes (tCO₂e). For the purposes of this CEP 2018, the emissions related to natural gas, transportation and electricity consumption are reported.

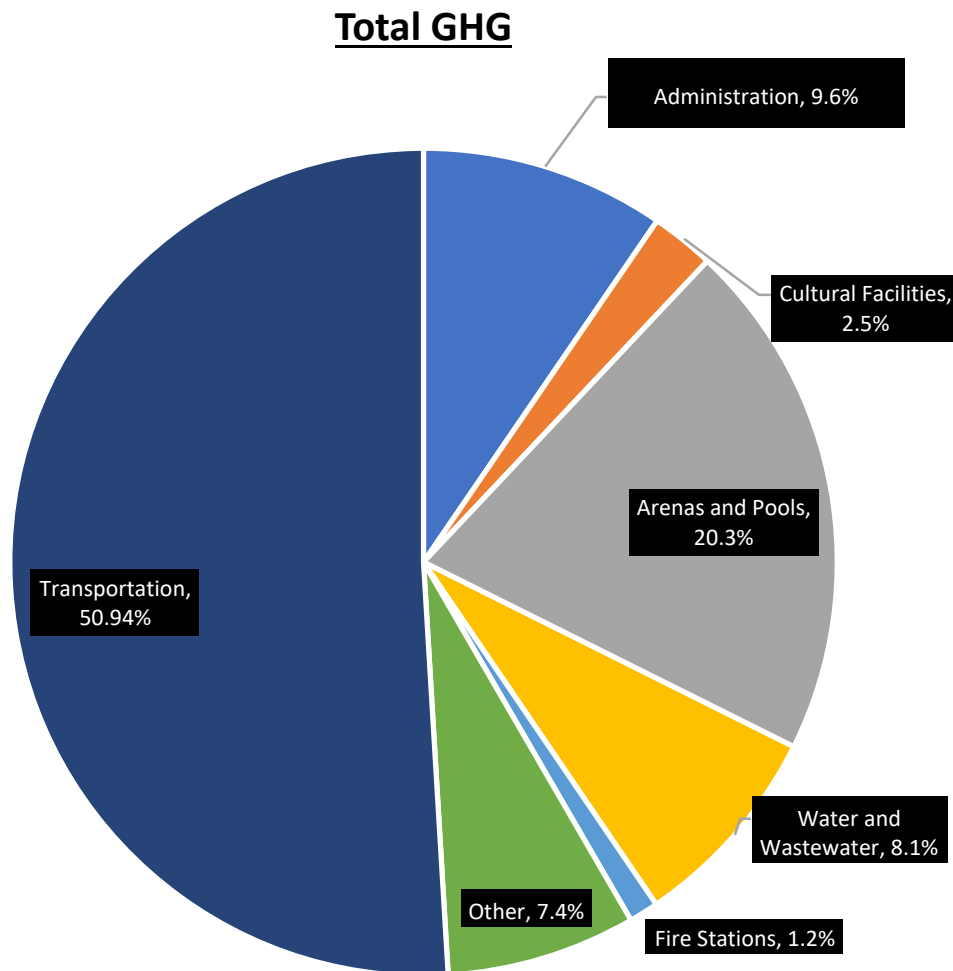


A complete inventory of all direct sources is still a necessary step towards the understanding and reductions of CO₂e created by the City and its community. We anticipate that such a study will be an important part of future updates to our Sustainability Plan. "Scope 3" sources such as waste and business travel accounting are still to be considered ("Scope 1" includes gas heating, refrigeration, and fleet vehicle usage. "Scope 2" is concerned with utility consumption)¹⁹. Taken as a whole, we find that the City was responsible for 94,000 tonnes CO₂e total, or 6.27 tCO₂e/Capita, for the year 2017. Knowing this, we will be able to evaluate our performance going forward and measure the success of our CEP 2018 as we monitor and compare our tCO₂e/capita in future years.

Based on the energy audits conducted, and billing and consumption data gathered by VIP Energy Services, Inc. (VIP Energy), we have been able to obtain estimates of the carbon footprint of each of our facilities and other community buildings.

¹⁹ As defined by the World Resources Institute, GHG Protocol Corporate Accounting and Reporting Protocol. (ghgprotocol.org)

Figure 3-9 Kenora Municipal Emissions



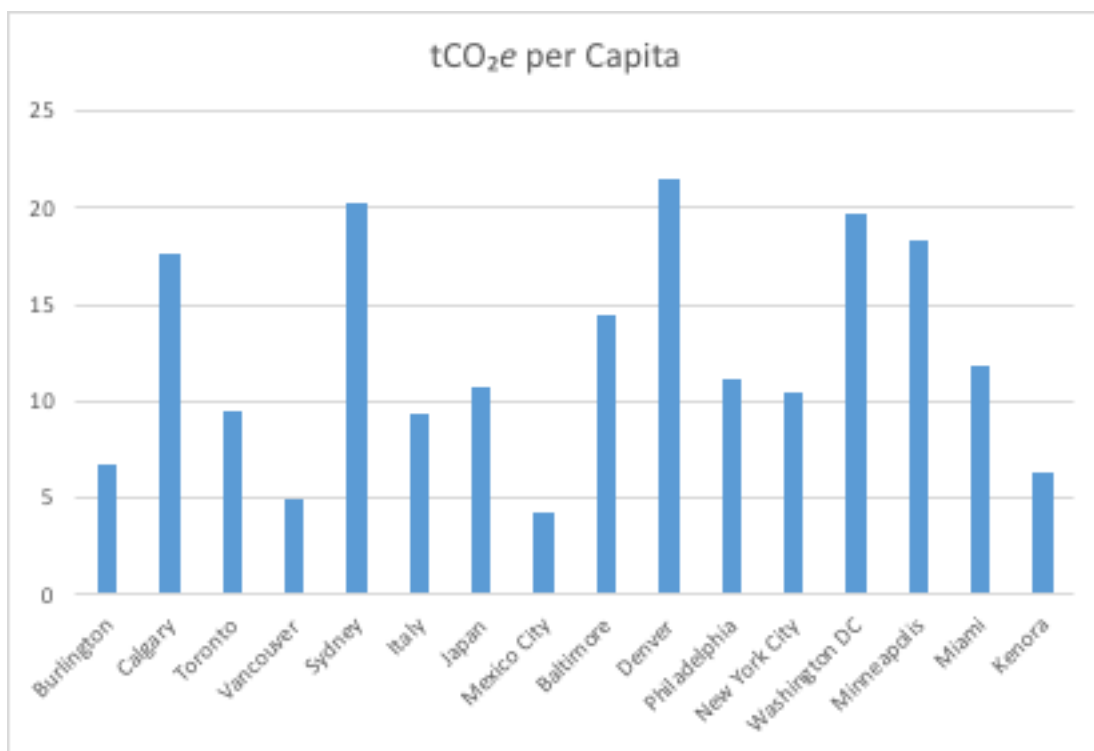
The data has shown that transportation and high energy consuming facilities like arenas, pools and fitness centers are the largest contributors to GHG production from City activities. Water treatment facilities also consume the majority of the electricity, but do not contribute to the same degree to the GHG totals. The large transportation amounts are in line with what has been seen in Ontario’s distribution.

Over the past couple of years, the amount of GHG produced by the City have been decreasing. This coincides with both the fall in natural gas usage and the drop in electricity usage.

3.3 Comparison with Other Cities

Benchmarks provide representative values against which we can compare the City and its community’s actual energy performance. Comparison with benchmarks of annual energy use per square metre of floor area, or cost per capita, will enable an assessment of energy efficiency to be made and remedial action to be taken. This provides an opportunity for the City. Ultimately, local governments and their communities are in the position to support the objectives of the Government of Ontario.

The following figure represents a comparison of cities from around the world on their carbon footprint. The data was collected by the World Bank for a research paper intended to discern the roles cities and urban areas have in worldwide GHG emissions. Levels are represented on a kg CO₂e per capita basis. The study showed that emission levels can vary greatly across the world and that larger cities tend to have a lower per capita impact on GHG emissions than previously thought.



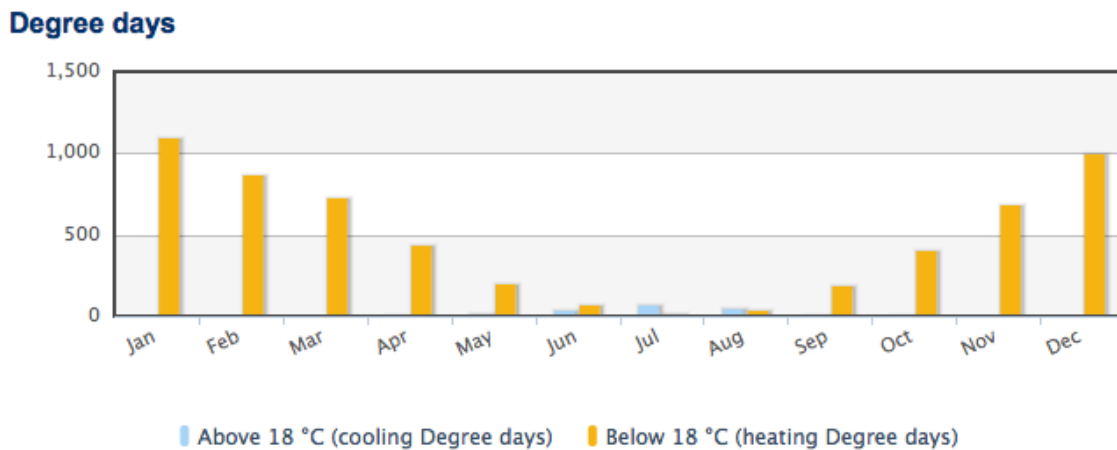
Kenora comes in at 6.27 tCO₂e/Capita, well below some of the larger cities cited above and around the average of other smaller municipalities within Ontario. While it is unexpected that the City would have a below average emissions per capita amount, the decreasing trend in energy consumption has helped in this regard. Also, a lower GHG content in electricity generation in

Ontario in comparison with many of the compared entities certainly contributes to the lower overall standing. In Canada, transportation contributes to approximately 30% of energy consumption. Comparing this to the 43% in the City and considering that transportation fuels contribute more GHG per ekWh than electricity or natural gas, it is reasonable to discern that opportunities certainly exist to reduce Kenora’s overall GHG performance.

3.3.1 Climate

Benchmarking involves finding out where energy is being used and determining the main areas that can be improved. It also requires considering how and why energy is being used. Therefore, the above comparisons alone do not provide the whole picture if we want to understand how energy efficient a community is, either with regard to its design, operations, or the behaviour of its residents and employers. This is because the climate varies greatly across the provinces and territories. Of course, a northern Ontario community is going to use more energy to heat a building than a community in southern Ontario. Also, the size and relative breadth of the community dictates the amount of contribution to fuels as the distance that people have to drive also changes. Heating and cooling degree days are a measure of the degree to which buildings need heating or cooling to maintain a specified level of temperature comfort.

Figure 3-10 Kenora Heating/Cooling Degree Days (Source: Weather Network)



A summary of both the City’s heating and cooling degree days by month as an indicator of climate is shown in the figure above. As illustrated, the City is predominately a heating environment with an annual average of approximately 5,748 heating degree days (referenced to an average outdoor temperature of 18 degrees Celsius) which indicated a high heating demand. This analysis is reinforced by the findings of **Section 3.1: Energy Consumption**, which showed that natural gas

combustion accounted a large percentage of all energy used. Without any natural gas electrical generation within the City, it can be assumed that the vast majority of this consumption was used in some form of heating processes.

Cooling degree days average approximately 168 days per year (referenced to an average outdoor temperature of 18 degrees Celsius), which indicates a small cooling demand. Historically, cooling would have been seen as a luxury. However, with the increased use of air conditioning throughout the affluent developed world, cooling load is becoming more significant and must be incorporated into energy planning.

The CEP puts high priority on minimizing the heat demand and creating an efficient, flexible approach to sourcing and distributing heat.

The City strives to analyze our consumption data and compare our performance to what other municipalities and provinces are doing. Advances in measurement and verification and general protocol are pushing the models and data that we generate to new levels of accuracy and detail. Linear regression and cumulative sum modeling are being investigated to improve statistical accuracy in our reports and in estimation of actual savings to ensure vendors are accountable to their guarantees.

3.3.2 Benchmarking Summary

The value of benchmarking and comparison is that it allows the City to understand the opportunities and the pitfalls of energy conservation and sustainability planning as experienced by other public agencies. Through this exposure, the City is able to focus on strategies that are both proven to be successful elsewhere and can be tailored to the unique nature of our community.

It is apparent that energy conservation is being considered and implemented in most municipalities across Ontario and Canada. While the Ontario government, in particular, has set guidelines for what they consider a 'green' municipality to be, there are opportunities for the City to mold these definitions into a strategy to achieve a sustainable future. Environmental strategies for green communities encompass both operational and policy improvements as well as environmental education. Many municipalities are expanding their focus on environmental issues and conservation and moving beyond energy consumption and recycling, addressing the

more complex issues of water management, heat island effect, and light pollution, to name a few.

As stressed in Kenora's 2014 Conservation and Demand Management Plan, ongoing professional development and training is an important factor in the success of the CEP 2018 to ensure that staff understand their role in the greater goal. The CEP 2018 and accompanying education should be a continuous process, a living document that is updated and changed as the needs of the community change, and as the City progresses to a more sustainable and efficient future.

It will be key for the City to share our experiences and successes as we carry out our CEP 2018, so that they may be used as a tool and beacon for other municipalities beginning the process. While realities of budget restrictions are an important factor for the City to consider in any planning activity, it is possible to achieve a green community while adhering to the financial constraints of a publicly-funded municipal system. It is clear that new technology and ideological changes have produced continued operational cost reductions while improving indoor comfort and environmental sustainability. In many cases, careful choices of investment in these cost-saving projects can fund themselves through the use of incentives and previously allocated energy funds. As long as the savings are reinvested, these improvements can continue for the foreseeable future, ensuring a sustainable process.

In terms of new builds, many organizations are now working within LEED™ standards to guide the design and construction of the new built environment. This is an important consideration for the City to ensure that new development is properly planned to achieve long-term sustainability. British Columbia has emerged as the Canadian leader in such efforts to make public buildings carbon neutral and provides an excellent resource in this area.

From the performance indicators set out by the Ontario Ministry of Energy, Northern Development and Mines, we have learned that for our CEP 2018 to be successful we must:

- Identify opportunities to form community partnerships for environmental education purposes.
- Expand on and plan for professional development.
- Support energy conservation practices.
- Assess community groups that could support environmental education now.
- Document the current level of participation by stakeholders and the outside community to identify opportunities and areas for improvement.

4 CITY ENERGY CONSERVATION MEASURES

4.1 The Start of the Journey: Energy Audits

Once the overall energy consumption is measured for any organization, the natural progression is to develop an in-depth understanding of the nature of utilities' consumption in order to focus on improvements by target systems and equipment that consume the most resources based on specific criteria. For the City, many of our facilities were audited by VIP Energy Services, Inc. in 2017. From these audits, Energy Conservation Measure (ECM) themes were created in order to allow for efficient and cost-effective implementation. A description of the opportunities found, as well as simple paybacks and available incentives, are shown in detail below. Once identified, these Energy Conservation Measures were organized by simple payback (after incentives) to create a short, medium and long-term investment strategy. The criteria used were less than 2 years (short), 2-5 years (medium) and greater than 5 years (long). As well, measures that require further investigation were also noted as To Be Determined (TBD). While simple payback is not the only criteria that should be considered when evaluating the ECM opportunities, it does provide some basic rationalization and a place to start. Ongoing capital planning will be implemented based on these audits in order to reduce or eliminate causes of negative performance. Long term strategies will include an ongoing program of energy audits and re-commissioning of these facilities both to track the progress of implemented conservation initiatives and to identify new areas of focus.

By identifying all accessible mechanical systems, we were able to breakdown rough consumption of all three major utilities: electrical, natural gas and water. The identification of these usage points allowed the City to create not only a detailed opportunity list of procedural and capital-intensive projects, but to also detect trends and themes of where major efforts should be focused.

In all, 52 opportunities were identified with an overall cost savings potential of approximately \$201,000, and an estimated implementation cost of \$1,520,000. This list was generated to assist in the creation of a plan to improve the energy efficiency of City facilities as well as reduce the on-going associated energy costs. In addition, it is important to note where incentives are available in order to ensure that ECM's are acted upon, as many of these programs are subject to change. In general, these audits showed that the greatest opportunities lie in the areas of simple envelope improvements, heating, lighting and operational processes. These areas will guide our focus as we plan conservation measures for the short, medium and long term.

4.2 Energy Conservation Measures Implemented

Prior to the completion of the CEP 2018, the City has already taken significant steps towards reducing its energy consumption. Such measures included building envelope upgrades, LED light replacements and improvements to process control and building automation systems. In terms of the short-term measures, most are operational and maintenance in nature.

4.3 Energy Conservation Measured Planned

While the City recognizes that we have already completed a substantial amount of work towards energy efficiency and conservation, there is still much to do in order to reach our sustainability goals. **Section 3.1.1: Electricity** detailed the impact that City facilities have within the commercial sector and **Section 3.2: Carbon Footprint** used this energy data to show how the overall GHG emissions of those facilities impact the community. With this in mind, the City will put together the following short, medium and long-term strategies to act as a roadmap to our continued operational improvement. These goals are divided into 1-2 years, 2-5 years and greater than 5 years. This is a 'living' plan and there are many key items that can influence the plan and cause a change in priority or direction including: incentives changes, equipment failure and changes to capital investment funding. The ECM's are presented with an understanding that available capital investment funding is required to achieve their completion.

4.4 Energy Conservation Strategies

4.4.1 Short-Term Strategies:

Below is a list of the short-term identified targets and focus areas for the City over the next 1 - 2 years.

Facility	Summary	Electricity Energy (kWh)	Natural Gas (m ³)	Total Energy Savings	ECM Cost	ECM Cost after Incentives	Simple Payback (Years)	Kg CO2e Savings	Payback Assessment
Keewatin Library	Install Smart Thermostat in Main Library			\$350	\$200	\$200	0.6		Short
Kenora Public Library	Install new weatherstripping on doors	695	402	\$232	\$200	\$200	0.9	700	Short
City Hall	Upgrade weather stripping on the doors	720	369	\$226	\$200	\$200	0.9	700	Short
Operations Centre	Tie washroom exhaust fans to occ sensors	6,526	N/A	\$1,044	\$1,000	\$1,000	1.0	22	Short
Operations Centre	Weather stripping on the exterior doors	4,484	729	\$936	\$1,000	\$1,000	1.1	1,393	Short
Operations Centre	Cogged belt on AHU1 and AHU2 instead of flat V-belt	838	N/A	\$134	\$150	\$150	1.1	3	Short
Kenora Sportsplex	Install programmable thermostat on 3 unit heaters in the field	N/A	2,700	\$810	\$1,000	\$1,000	1.2	5103	Short
Keewatin Memorial Arena	Exterior Wallpack LED retrofit	15615	N/A	\$2,498	\$4,000	\$3,219	1.6	53	Short
Operations Centre	Functional Performance Test (FPT)	44,837	7,289	\$9,361	\$16,359	\$11,359	1.7	13,929	Short
Kenora Sportsplex	Weather Stripping on exterior doors	N/A	753	\$226	\$400	\$400	1.8	1424	Short
Sewage Treatment Plant	Exterior LED Lighting Retrofit	11,892	N/A	\$1,189	\$3,300	\$2,111	1.8	40	Short
Keewatin Memorial Arena	Replace V-belt with cogged belt on on compressor 1,2 and AHU	833.506	N/A	\$133	\$250	\$250	1.9	3	Short

4.4.1.1 Lighting Upgrades and Standards for New Construction and Renovations

Lighting is a substantial source of electrical energy used in municipal facilities and has been a focus of both previously implemented measures as well included in the list above. Lighting is such a high source of consumption due to many reasons including the age of the buildings and the pricing and availability of high efficiency alternatives at the time of construction. The City also underwent a significant streetlighting retrofit in 2015.

Traditionally, more emphasis was placed on initial capital rather than long-term operational costs. In future, the City will reduce the energy consumed by lighting systems by incorporating the following actions into a new standard for lighting systems in the City' facilities.

Proposed Target:

Implement new standards for lighting replacements and renovations that result in all new lighting installations being of either high efficiency or LED equivalents.

The City will take the following actions to achieve this target:

1. Where feasible, implement a replacement by attrition policy in all municipal buildings that replaces any defective lighting fixture with either a high efficient or LED equivalent. This should include the use of appropriate automatic or scheduled lighting controls.
2. Generate plans and budgets for future street lighting projects to be comprised of primarily LED fixtures.
3. Take advantage of IESO provided incentives to help fund these initiatives.

4.4.1.2 Improving Efficiency in the Use of Natural Gas

While overall energy usage of City facilities has been trending down, it's important to ensure that this trend continues. High heating demands have led to higher natural gas consumption than the provincial average in facilities, translating into greater emission levels, but also greater opportunities for savings. The best methods to combat these increases and bring natural gas consumption rates down is to improve the control of building heating systems (efficient building automation), thermal efficiency of buildings and reduce unnecessary heating.

Proposed Target:

Continue the annual reduction in natural gas consumption from municipal facilities by 2018. Natural gas data reported to the Ontario Ministry of Energy, Northern Development and Mines will serve as the metric by which this target is measured.

The City will take the following actions to achieve this target:

1. Implement maintenance procedures at all municipal buildings that include seasonal inspection, repair and replacement of doors and window seals as necessary.
2. Ensure all thermostats are upgraded to smart programmable models (NEST or equivalent) wherever feasible and provide training and guidance on acceptable scheduling and temperature setpoints. Implement routine checks to ensure these schedules are not being manually overridden.
3. Begin a systematic approach to upgrading the heating systems at high consumption facilities as identified through energy audits previously conducted.

4. Investigate the feasibility of using solar water heating to reduce the natural gas consumption of pool water heating.
5. Investigate the feasibility of installing heat pumps at municipal office buildings and small libraries.
6. Take advantage of incentive programs from Union Gas for retrofits and gas saving measures.

4.4.2 Medium-Term Conservation Strategies

The following details some of the medium-term targets and focus areas for the City over the next 2 - 5 years.

Facility	Summary	Electricity Energy (kWh)	Natural Gas (m ³)	Total Energy Savings	ECM Cost	ECM Cost after Incentives	Simple Payback (Years)	Kg CO2e Savings	Payback Assessment
Wellness Centre and Swimming Pool	Exterior Lighting Retrofit	5,943	0	\$594	\$1,560	\$1,263	2.1	475	Medium
Water Treatment Plant	Weather Stripping for Doors and Loading Dock	5,270		\$791	\$2,000	\$2,000	2.5	18	Medium
Operations Centre	Install occ sensors in Stores and OPG	1,969	N/A	\$315	\$800	\$603	2.5	7	Medium
Keewatin Memorial Arena	Replace Motor on cold brine pump with premium eff.	9391	N/A	\$1,503	\$4,000	\$3,061	2.7	32	Medium
Water Treatment Plant	Cogged Belt in Blower of AHU	234		\$35	\$100	\$100	2.8	1	Medium
Sewage Treatment Plant	Install VFD on 4 the Motor of 4 Blowers to Run Based on Demand	161,350		\$16,136	\$70,000	\$50,000	3.1	549	Medium
Kenora Sportsplex	Exterior Wallpack LED Retrofit	1995	N/A	\$319	\$1,000	\$900	3.1	160	Medium
Keewatin Memorial Arena	Occ sensors on change rooms and washrooms	1792	N/A	\$287	\$900	\$721	3.1	6	Medium
Wellness Centre and Swimming Pool	Retro-Commissioning	64,888	3,999	\$11,382	\$40,000	\$33,511	3.2	8,077	Medium
Operations Centre	Energy Resouces & Awareness program	6,726	1,093	\$1,404	\$5,000	\$5,000	3.6	2,089	Medium
Keewatin Memorial Arena	Install REALice technology (de-aeration technology) in laying and resurfacing the ice	50000	10,000	\$11,000	\$40,000	\$35,000	3.6	19070	Medium
Keewatin Memorial Arena	LED Retrofit for T8 and T12 fixtures	33145	N/A	\$5,303	\$21,000	\$19,343	4.0	113	Medium
City Hall	Occ sensor in the offices in Main Floor, second and third floor	2,276	0	\$364	\$1,500	\$1,272	4.1	8	Medium
Kenora Sportsplex	Occ sensors on change rooms and washrooms	594	N/A	\$95	\$400	\$341	4.2	48	Medium
City Hall	Energy Resource & Awareness Program	2,944	246	\$545	\$2,500	\$2,500	4.6	475	Medium

4.4.2.1 Increase the Share of Public Transportation in the City’s Modal Distribution

While transportation does not immediately come to mind when thinking of energy conservation, this sector consumes 31% of the City’s total energy and contributes 49% of its GHG emissions. The City, encompassing both municipally and community-wide, will work to reduce reliance on this energy source by increasing sustainable forms of transportation through multi-modal infrastructure improvements to support cycling and walking, ensuring development is transit friendly and planning our communities to be complete and healthy.

Proposed Target:

Achieve a 5% modal split in transit and a 3% total increase in walking, biking or other mode of transport by 2024, as reported by the federal census data.

The city will take the following actions to achieve this target:

1. Continue to promote Municipal Corporate Policy HR-2-19 Vehicle Operation which refers to the corporate anti-idling policy as well as support anti-idling promotion throughout the community as a whole
2. Continue to support Urban Development as detailed in the Official Plan and promoting local work opportunities, ride sharing and reducing outbound commuting
3. Emphasize the importance of sustainable transportation measures, such as transit and active transportation
4. Consider feasibility of car share and cycling programs (both corporately and community-wide)
5. Support/encourage school-oriented programs to increase active transportation initiatives
6. Ensure new and reconstructed arterial and collector roads are built as *Complete Streets*²⁰ that are safe and accessible for pedestrians and cyclists of all ages where feasible
7. Explore opportunities to modernize the local transit system by improving bus shelters, ticketing systems, routes, and online accessibility
8. Ensure new development is transit friendly
9. Work within the region to lobby government for inter-region public transportation options

²⁰ A Complete Street is designed for all ages, abilities, and modes of travel. On Complete Streets, safe and comfortable access for pedestrians, bicycles, transit users and the mobility-impaired is not an afterthought, but an integral planning feature. <http://completestreetsforcanada.ca/>

4.4.2.2 Install VFD's in Water Handling Facilities

As mentioned and recognized in the energy audits performed at municipal water handling facilities, energy used in pumping water represents a large portion of the corporation's total energy use. When we consider that nearly-half of all electrical energy used by municipal facilities come from these types of facilities, it becomes imperative for us to focus our conservation efforts at reducing this high demand process. Older pumps and motors are typically over-designed for their general usage and therefore consume more energy than is required. By installing a variable frequency drive (VFD) the total demand and consumption of these pumps can be reduced by up to 20%, while maintaining the capability of meeting peak or full load conditions.

Proposed Targets:

- a) *Investigate and install VFDs where feasible in all water handling facilities and pumping stations by 2024.*
- b) *Reduce energy consumption at these facilities by 12% by 2024.*

Corporately, we will take the following actions to achieve these targets:

1. Initiate Detailed Engineering Studies (DES) to determine the feasibility, payback, and energy conservation levels of VFD installations at the sewage treatment facilities, as identified through energy audits as high conservation opportunities.
2. Pursue IESO funding for the DES's where applicable.
3. Implement the findings of the DES's where feasible and initiate measurement and verification practices to quantify the success of the measures.

4.4.2.3 Energy Audits, Retro-commissioning and New Building Commissioning

Programs like energy audits and commissioning practices are processes that should be on-going and are important tools in identifying deficiencies and increasing returns on investments in energy conservation. Operational improvements and monitoring are an important part of the solution while ensuring that conservation programs are implemented properly and monitored to maintain savings are pillars of any energy management program. Instituting a regular, on-going

routine of energy audits and retro-commissioning of large consumption facilities will help ensure that municipal facilities remain functioning in an energy-efficient manner.

Proposed Targets:

- a) Develop and institute an approved schedule of energy audits at each municipal facility. Energy audits will occur at a minimum of once every 5 years.*
- b) Develop and institute a scheduled program of re-commissioning existing building controls and major HVAC equipment at high consumption facilities.*

Corporately, we will take the following actions to achieve these targets:

1. Work with Council to plan, organize and budget for a schedule of energy audits at all municipal facilities.
2. Work with Council to plan, organize and budget for a schedule of re-commissioning activities at its high consumption facilities.
3. Educate staff and the community on the benefits of recurring energy audits and re-commissioning.
4. Support and include commissioning practices during new construction and renovations at City operated facilities.
5. Lobby provincial governments to extend incentive programs for energy audits and commissioning.
6. Develop budgets and schedules for implementing the findings of the energy audits.

4.4.3 Long-Term Conservation Strategies

The measures below show a longer-term payback (greater than 5 years) and are generally more capital intensive in nature requiring a broader budgeting focus. Often these types of ECM’s are provided as an awareness tool for corporate staff and are noted for informational purposes to ensure that staff are aware of the potential should capital funding become available and to encourage energy considerations when this equipment is replaced.

Facility	Summary	Electricity Energy (kWh)	Natural Gas (m ³)	Total Energy Savings	ECM Cost	ECM Cost after Incentives	Simple Payback (Years)	Kg CO ₂ e Savings	Payback Assessment
Sewage Treatment Plant	Replace Doors and Windows in Buildings 100,300,400 with Efficient Ones	48,995		\$4,900	\$30,000	\$25,100	5.1	167	Long
Wellness Centre and Swimming Pool	REALice® Technology	60,000	3,200	\$12,000	\$70,000	\$64,000	5.3	6,528	Long
City Hall	LED retrofit for T8 and T12	18,009	0	\$2,881	\$15,500	\$14,599	5.4	61	Long
Sewage Treatment Plant	Interior LED Lighting Retrofit in Buildings 100,300,400,600 and 700	9,144		\$914	\$11,550	\$10,294	6.2	31	Long
Wellness Centre and Swimming Pool	Arena LED Lighting Retrofit	40,000	0	\$6,400	\$50,000	\$48,000	7.5	320	Long
Sewage Treatment Plant	Replace Electric Heaters with Multi-Split Ductless Heat Pump (MSDHP)	117,589		\$11,759	\$100,000	\$88,241	7.5	400	Long
Water Treatment Plant	Replace Electric Heaters with Multi-Split Ductless Heat Pump (MSDHP)	126,491		\$12,649	\$120,000	\$107,351	8.5	430	Long
Kenora Sportsplex	Interior T12 Retrofit with LED	2068.2	N/A	\$331	\$2,850	\$2,747	8.6	165	Long
Water Treatment Plant	Install Solar Wall On South Side	31,533		\$4,730	\$50,000	\$46,847	9.9	107	Long
Water Treatment Plant	Install Solar Panel On The Roof	25,000		\$3,750	\$40,000	\$40,000	10.7	85	Long
Keewatin Memorial Arena	Install Solar panel on the roof (net-metering)	71415	N/A	\$11,426	\$150,000	\$150,000	13.1	243	Long
Operations Centre	Solar panel on the roof (net metering)	142,000	N/A	\$22,720	\$300,000	\$300,000	13.2	483	Long
Wellness Centre and Swimming Pool	Solar Panel for Electricity Generation	70,000	0	\$11,200	\$150,000	\$150,000	13.4	560	Long
City Hall	Envelop Insulation Upgrade (capital investment)	58,880	3,692	\$10,528	\$150,000	\$143,743	14.2	7,178	Long
Water Treatment Plant	Install VFD On The High Lift Pumps	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
City Hall	Insulate pipes in boiler room	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
City Hall	Replace 3 old Fan Coil Units with efficient one	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Discovery Centre	Repair Crack in Timber framing	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Keewatin Memorial Arena	Combined Heat and Power(Co-Gen)-needs detailed engineering study	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

4.4.3.1 Provide the Energy Needed for Projected Growth through Improved Energy Efficiencies

Target – Use efficiency to create at least all the energy needs to support the growth of the building inventory

According to Kenora’s Official Plan, the community is entering a period where at least 460 new homes will be added by 2031. These will add approximately 58 eGWh annual energy consumption per year. Over the same time period, significant portions of the residential sectors will undergo renovations and upgrades, providing opportunities for increasing efficiencies. To support the new population, commercial, industrial and institutional buildings will also undergo significant expansion.

Proposed Target:

Use efficiency improvements to create at least all the energy needs to support the growth of the building inventory through 2031.

The first step is to target the existing building stock and take the following actions:

1. Target conservation programs to older building stock and encourage commercial and industrial sectors to participate in energy audits and retro-commissioning programs. Develop standards for recurring use of these programs over specific time periods, based on building age and energy intensity.
2. Develop lighting standards for renovations that include options for LEDs and other high-efficiency lighting types. Include operational standards such as light and motion sensors, and automatic timers.
3. Consider incentives or financing programs to accelerate meeting efficiency standards of new Ontario Building Codes.
4. Encourage building owners to improve the thermal efficiency of their facilities through measures such as increased insulation and weather stripping.
5. All major renovations will be expected to achieve at least a 20% energy efficiency increase from today's overall annual city-wide average of 44 ekWh/ft² starting from 2017. Moving forward, this target will be improved by a net 3% per year through at least 2031.
6. Encourage regional partners to adopt these new standards.

Next, we will focus on encouraging new building construction to embrace higher energy efficiency standards than are currently used in the Ontario Building Code by:

1. Encouraging builders to improve energy efficiency and sustainability of new buildings by utilizing third party programs such as LEED™ certification, BOMA BEST, or ENERGY STAR® for new homes, and celebrating these successes.
2. Develop policy for energy efficient guidelines and equipment specifications for new construction projects that reduce average energy efficiency by 1.5% per year for ongoing new construction from 2018 to 2031.

And finally, we will decrease consumption of appliances and electrical equipment by:

1. Increasing participation rates and awareness of recycling and replacement programs for refrigerators and electronics equipment.
2. Provide broader community education on the benefits of the ENERGY STAR® program, particularly when purchasing new appliances and electronics and the impact of phantom loads.

4.4.3.2 Building Envelope Upgrades – Reducing Thermal Losses

Thermal losses through building envelopes is generally a substantial area for energy savings. In some cases, as high as 20% of the total energy used to heat or cool a building is lost through the envelope. Upgrades to doors, windows, and insulation are some of the most common and effective means of decreasing the thermal losses of buildings. As well, high usage of natural gas in our facilities means that these losses directly translate into higher emission levels. The primary constraint on these projects is that they can be cost prohibitive, especially when done in a retrofit scenario. To improve the thermal efficiency of Municipal buildings, we will look to improve building envelopes in conjunction with facility-renewal projects and also seek out incentive funding where available to assist in achieving these targets.

Proposed Target:

Improve the thermal efficiency of existing building stock and increase standards for new construction building envelopes.

Corporately, we will take the following actions to achieve this target:

1. The City will make use of 3rd party programs such as LEED™ and BOMA BEST® in its new construction buildings which place emphasis on increasing the effectiveness of building envelopes.
2. Develop a program to identify and rectify any breaches to the building envelopes. This will assist with both energy savings and improving the useful life of both the building structure and the equipment inside.

3. Take steps to plan and implement a window replacement program for its older existing building stock, using information gathered through energy auditing to determine the highest priority facilities.
4. Investigate the feasibility of instituting a program of spray-foam insulation in ceiling and attic cavities in existing building stock, using information gathered through energy auditing to determine the highest priority facilities.
5. During any significant renovation to existing building stock, consideration will be given to the feasibility of combining insulation improvements with existing project plans, to reduce retrofit costs.
6. Implement such retrofit measures as deemed feasible to improve the building envelope including but not limited to; air curtains, automatic doors, reflective e-film window coverings, window roller shades, etc.

4.5 Operational Efficiency Improvements

Despite the need for additional capital investments, many of the identified municipal conservation opportunities can be put in place with simple operational changes. It is generally a preferable green and economic policy to save a watt, rather than to generate a watt; the cheapest watt of electricity is always the one not used. The following documents the many and varied measures taken to improve our energy efficiency through operational changes. These measures are not categorized under our capital-intensive strategies above, as these measures generally require low investment and are more of a philosophical change than specific measures. Many of these items were identified directly from the energy audits completed.

4.5.1 Green Purchasing

Green purchasing involves identifying, selecting and purchasing products (i.e. goods or services) with significantly less adverse environmental impacts than competing products. Further it involves considering the costs and environmental characteristics and performance of a product in all stages of its life-cycle, from product design, development and production/provision, through product use, to the ultimate handling (i.e. recovery, recycling, re-use and/or waste disposal) of whatever remains of the product at the end of its useful lifespan.



Ideally, while green purchasing considers multiple environmentally preferable aspects and associated reduced impacts of products through entire life-cycles, where possible and appropriate, it should target and give greatest preference to those products that are environmental leaders from a cumulative and full life-cycle perspective.

Green purchasing would need to be a grass roots initiative. Reports and requests for purchases should consider environmental issues and green alternatives. The City of Kenora is committed to increasing the proportion of recycled, recyclable, and other environmentally preferred products and services in our acquisitions. While maintaining this commitment, the need for quality and fiscal responsibility will be taken into consideration. Corporately, we have identified our community as being vitally dependent on the environment for our economic and social well-being. These initiatives will support our community's efforts and belief in promoting a sustainable lifestyle and minimizing our impact on the environment.

Three guiding principles to aid staff in enhancing the green purchasing initiative can be implemented:

1. When formulating contracts and tenders' specifications for goods and services, do so in a manner that allows for the recommendation of environmentally responsible and sustainable products, given full consideration of the operational and financial implications.
2. A product's full life-cycle environmental benefits and costs need to be considered over the product's service life (i.e. consider not only initial costs, but maintenance and replacement costs, product lifetime and disposal costs and waste stream).
3. Base purchasing decisions on accurate information about environmental performance.

4.5.2 Green Cleaning

Green cleaning policies reduce the exposure of building occupants and maintenance personnel to potentially hazardous chemical, biological and particulate contaminants, which adversely affect air quality, human health, building finishes, building systems and the environment. Such policies are part of the LEED certification program and will be implemented throughout the municipality. Contained within **Appendix B** of this report is a sample template of the green cleaning policy to be used and tailored to each specific municipal facility. This policy will ensure that the health and safety of the buildings' occupants and maintenance personnel is a high priority while reducing the impact on the environment and maintaining cost effectiveness.

4.5.3 Electronics Recycling

The City of Kenora has previously committed to an electronics recycling program. We accept different types of electronics at the Transfer station for recycling. Ontario Electronic Stewardship helps the municipality to pick up the waste from the transfer station.

The following electronics are currently accepted:

- Television and monitor display devices
- Computers, both desktop and laptop, including accessories
- Desktop printers
- Audio video systems
- Home theatre
- Cellular devices



The program is free to the public and it is collected daily. The OES has a portal to submit reports requesting pickup and supplies (pallets, shrink wrap, cardboard boxes etc.). The program has proven very successful and in 2017, 63 tons of electronic waste was diverted from the landfill. The promotion of this program should be continued, as well as enhanced to identify and implement ways of expanding it.

4.5.4 Fuel Efficiency and Emission Reductions

Promoting fuel efficient or zero emission vehicles is another operational measure that can help to reduce emission generated within the municipality. City staff will work with private developers and investigate the feasibility of charging stations if electric fleet vehicles are adopted. Due to the lack of charging stations within the near vicinity of the City, this measure could help to bring more electric vehicles into Kenora, increasing public awareness and bringing additional tourists through the city centre. There are also many third-party not-for-profit companies that have developed programs to help municipalities and small businesses in installing charging stations.

The adoption of sustainable vehicle fleets by local private and institutional organizations can also be encouraged through local promotion and by using local examples to encourage the change. Adding preferred parking spaces for electric or hybrid vehicles will also positively influence the move to more sustainable vehicles.

4.5.5 Indoor Environment Quality

When occupants are comfortable and satisfied with their indoor environment, personal satisfaction with their surroundings is facilitated. A municipal building is one of the variables in the provision of public services that is wholly-within the control of the municipality, especially in such areas as air quality, acoustics, lighting, infection control, and supporting a healthy active lifestyle.

4.5.5.1 Air Quality

Many Canadian jurisdictions have specific legislation that deal with indoor air quality. These regulations are generally concerned with the amount of contaminants in the air and the amount of fresh air intake into a given area. These regulations are put in place by organizations such as ASHRAE²¹ and Health Canada, amongst others. Indoor air quality is of concern for a variety of reasons, and occupants who work or live in facilities with poor indoor air quality can suffer from some or all of the following symptoms: headache; dryness and irritation of the eyes, nose and throat; fatigue; sinus congestion; coughing and sneezing; nausea and dizziness. These symptoms can be caused by a lack of or too much humidity, insufficient outdoor air intake, or indoor air contaminants. Contaminants such as CO₂, VOCs (Volatile Organic Compounds from cleaners,

²¹ American Society of Heating, Refrigerating and Air-conditioning Engineers

solvents and disinfectants) and dust are the leading causes of poor indoor air quality. Air filters and proper maintenance practises are often the best safeguard against these contaminants and proper operational practises must be in place to ensure adequate fresh air is reaching the occupants. Staff will continue to work with its maintenance personnel to ensure that adequate fresh air intake levels are maintained at its facilities and that filters are both properly in place (to avoid unfiltered air from entering the space) and changed periodically. Note that timely maintenance practices of filter changes need to be maintained to reduce the risks of increasing pressure on supply fans, which would increase electrical consumption. As filters become blocked they restrict air flow.

4.5.5.2 The Environmental Advisory Committee

One of the key pillars of the Corporate sustainability efforts is the Environmental Advisory Committee. The City of Kenora’s Environmental Advisory Committee (EAC) was established in 2009 (By-Law 16-2009; 97-2009) to provide support for the implementation of municipal environmental policies (No. OP-3-1) and to help Council encourage and enable its citizens, visitors and businesses to adopt lifestyles of low environmental impact. At the time of the EAC’s creation, staff was actively endeavouring to foster a culture of environmental awareness and action by striving for continuous improvement in the environmental performance of all departments, services and activities.

The role of the EAC is to provide advice and direction to City Council on a wide range of environmental matters. Generally, the role of the Committee is to maximize opportunities to reduce, reuse and recycle materials, and identify opportunities for citizens, organizations, businesses and government to be good stewards of the environment.

Over the past nine years, the EAC has followed a wide range of issues, making recommendations to Council for action on items as diverse as engagement in the current Community Energy Planning (CEP) process; optimizing the timing of roadside verge clearing to minimize harm to nesting birds and wildlife; greening shorelines to prevent undue fertilizer and contaminants runoff into regional waterways; monitoring and diverting solid waste from landfill; advice on public engagement and consultation for major projects with environmental impacts; municipal planning for source water protection for municipal drinking water; public litter pick-up and waste reduction days and information campaigns; and more.

The committee, comprised of seven members of the public including industry partners, the Lake of the Woods District Property Owners' Association and representatives from the local school boards, works with City administration and staff in the Planning and Solid Waste divisions, meeting monthly to share and disseminate information to the public. While the committee operates strictly on an unpaid, voluntary basis with no budget or remuneration, it has become a dedicated and effective team, engaging a wide network of experts, decision-makers and the general public.

In terms of the CEP, the EAC can provide support in the public engagement and communications of the process, rationale for, and benefits of the CEP and its recommendations. For example, should the CEP recommend measures to improve residential or commercial energy efficiency, the EAC would be well-poised to work with the existing municipal communications framework to share with the public information about how homeowners and business owners might access efficiency programming for building renovation or how to go about energy efficiency improvements, in practice. If the CEP recommends a series of community-driven action projects, the EAC can champion such concepts and provide information to the public to encourage citizen buy-in.

The EAC also has the capacity to bring people together around a shared table. We can convene meetings where experts, funders, government personnel, and tradespeople can engage with the public, and together these parties can collaborate to successfully undertake plan recommendations, projects, or programs.

4.5.5.3 Supporting a Healthy, Active Lifestyle

A commitment has been made to the social health of residents through many programs, including an active waterfront, as well as providing adequate parks and playgrounds. Several policy initiatives to ensure the health and wellness of the community is proactively maintained and improved throughout its coming growth have also been developed.

One of the key pillars of the City of Kenora's Official Plan is working to provide a range of mobile transportation modes that are accessible for persons of all ages and abilities by connecting people and places through coordinated land use, urban design, and transportation planning efforts.

The objectives of this strategic effort are stated as:

- To develop and promote an efficient and safe multi-mode transportation system for all users
- To prioritize public streets, infrastructure, trails, and pathways to facilitate and increase community connectivity and active transportation
- To implement a linked network of safe and active transportation trails and pathways
- To minimize the loss of future opportunities for trails and pathway development through land acquisition at the time of development
- To design roads as complete streets, where possible, to allow pedestrians, cyclists, transit riders and motorists of all ages and abilities to interact and move safely along and across municipal streets

This promotion of more active modes of transportation will have a lasting, significant effect on reducing both energy consumption and GHG emissions as well as promoting a healthy lifestyle. Initiatives around Sustainable Development and Neighbourhood Design, which are designed to enhance the quality of life for *'present and future generations'*, have also been embraced. More on these items can be found in the City of Kenora's Official Plan document.

4.6 Water Efficiency

As the self-described North American Premier Boating Destination, the City of Kenora is firmly rooted in the importance of conserving its precious water resources. This belief supports the notion of promoting sustainable water management to reduce or limit our demand and effect on water resources. There are several initiatives that can be taken to achieve this through operational changes and retrofit installations. Since large retrofits can be cost prohibitive, a passive retrofit strategy can be embraced. This means that as facilities and equipment require replacement or repair, water efficiency will be considered as an important decision-making priority. In this manner, large cost projects can be avoided while still incrementally improving its water use and conservation.

5 COMMUNITY ENERGY CONSERVATION MEASURES

In the previous section some of the more specific Corporate measures that have, or can be, undertaken were covered in detail. To be successful, the CEP must also consider the broad influence that our community as a whole has on our energy landscape. This section of the report will focus on community-wide elements (e.g. culture and perspective) which play crucial roles in how the City of Kenora consumes energy. While many of the items listed below are broad in scope and require significant community buy-in, leadership on behalf of municipal energy and sustainability efforts will go a long way to ensure that these targets can be achieved. While the following proposed measures are broader and more open to interpretation, these measures are equally important to the success of the CEP. In fact, actions taken by the community as a whole can have a much greater impact.

5.1 Energy Conservation Measures Implemented

In 2017, City staff began working with VIP Energy to form a team that would be responsible for planning, creating and executing this Community Energy Plan. Some of the steps taken are outlined below.

5.1.1 Workshops and Advisory Stakeholder Group

Staff, in cooperation with VIP Energy, has developed a roster of key CEP internal and external stakeholders to form a committee to provide ideas and feedback on the development process as well as the Community Energy Plan itself. To augment this process, a community open house and online survey were also created. To assist in garnering support and gathering ideas from the group, materials were developed to encourage open discussions among attendees. These forums consisted of:

- Project Kick-off and Stakeholders Workshop #1
- Internal Stakeholders Energy Audit Summary Workshop #2
- Community Open House
- Online Feedback Survey
- Key Energy User Meetings and Interviews
- Draft Plan Review and Stakeholders Workshop #2

The Key Energy User Meetings were designed to raise awareness of the CEP process as well as broaden our understanding of the energy use characteristics of some of the larger energy users in the community. Feedback was also acquired through a community open house as well as the interviews and online survey described above. Questions surrounding the energy conservation plans, constraints and needs were posed, as well as a request to receive their individual energy use data for inclusion in the CEP and Energy Map. Many of the Community Stakeholders were able to provide us with key information regarding the restraints and opportunities with regards to their own energy management and conservation programs.

Some of the items highlighted in the feedback we received include:

- Awareness of programs to assist with energy efficiency retrofits is low.
- Municipal efforts are viewed leading community endeavours in this regard. This means that there is a good opportunity for this CEP program to become a guiding light in terms of encouraging local businesses, residents and industries to follow along.
- The importance of raising awareness of key achievements within the community to build momentum.
- Emissions and their effect on the local community and economy is not well understood or embraced among the local community.

5.1.2 Energy Mapping

Energy mapping can provide valuable geographical information as to where the community is expanding, where high energy intensive activities are taking place, and can help to plan new development and energy infrastructure. The following Energy Maps show the energy intensity of the buildings within the City at a postal code granularity. These can be used to advise municipal staff when making decisions on zoning, infrastructure, growth planning, and energy conservation measures.

The Energy Maps begin with a macro view of Kenora. This shows not only where energy use is most intense, but also illustrates the energy intensity dispersal by postal code, adding granularity to the map and providing more detailed information as to where the majority of the energy is used, and conservation measures should be focused. The maps clearly show that the city centres have much higher intensities than the rural areas and focus on these sectors is crucial when

considering future projects. For reference, detailed local maps are contained in **Appendix C** to give a better understanding of the zoning of the areas displayed on the Energy Maps.

Figure 5-1 Kenora Electricity Map Key

LEGEND	
no available data	
no associated postal code	
0 – 250,000 kW	
250,000 – 500,000 kW	
500,000 – 750,000 kW	
750,000 – 1,000,000 kW	
1,000,000 – 1,250,000 kW	
1,250,000 – 1,500,000 kW	
1,500,000 – 1,750,000 kW	
1,750,000 – 2,000,000 kW	
2,000,000 – 2,250,000 kW	
2,250,000 – 2,500,000 kW	
2,500,000 – 2,750,000 kW	
2,750,000 – 3,000,000 kW	
3,000,000 – 3,250,000 kW	
3,250,000 – 3,500,000 kW	
3,500,000 – 3,750,000 kW	
3,750,000 – 4,000,000 kW	
4,000,000 – 4,250,000 kW	
4,250,000 – 4,500,000 kW	
4,500,000 – 4,750,000 kW	
4,750,000 – 5,000,000 kW	
> 5,000,000 kW	

Figure 5-3 Expanded Electricity Map

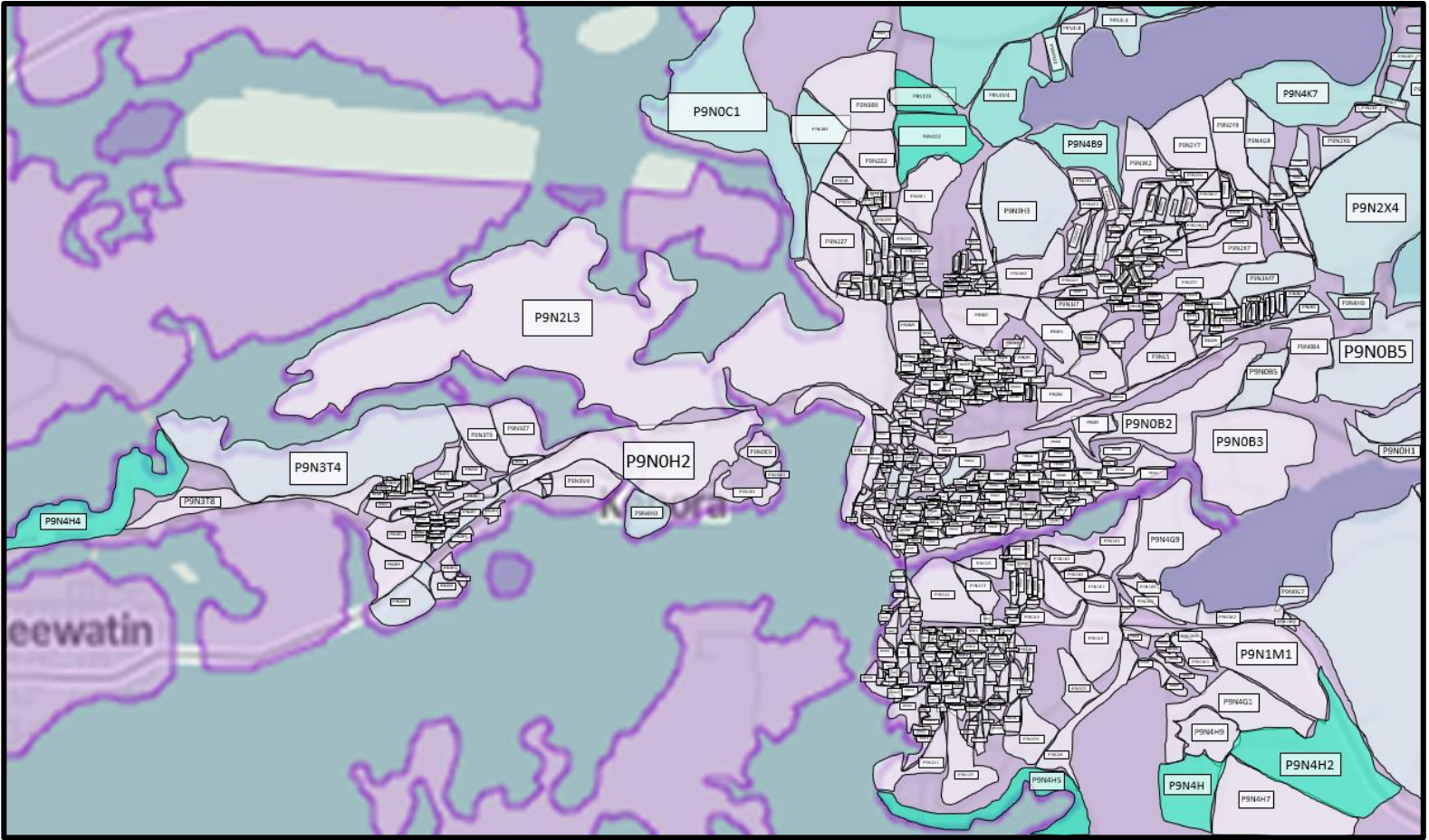


Figure 5-4 Natural Gas Map Key

LEGEND	
no available data	
no associated postal code	
0 -10,000 m ³	
10,000 – 20,000 m ³	
20,000 – 30,000 m ³	
30,000 – 40,000 m ³	
40,000 – 50,000 m ³	
50,000 – 60,000 m ³	
60,000 – 70,000 m ³	
70,000 – 80,000 m ³	
80,000 – 90,000 m ³	
90,000 – 100,000 m ³	
100,000 – 110,000 m ³	
110,000 – 120,000 m ³	
120,000 – 130,000 m ³	
130,000 – 140,000 m ³	
140,000 – 150,000 m ³	
150,000 – 160,000 m ³	
160,000 – 170,000 m ³	
170,000 – 180,000 m ³	
180,000 – 190,000 m ³	
190,000 – 200,000 m ³	
> 200,000 m ³	

Figure 5-5 Natural Gas Map

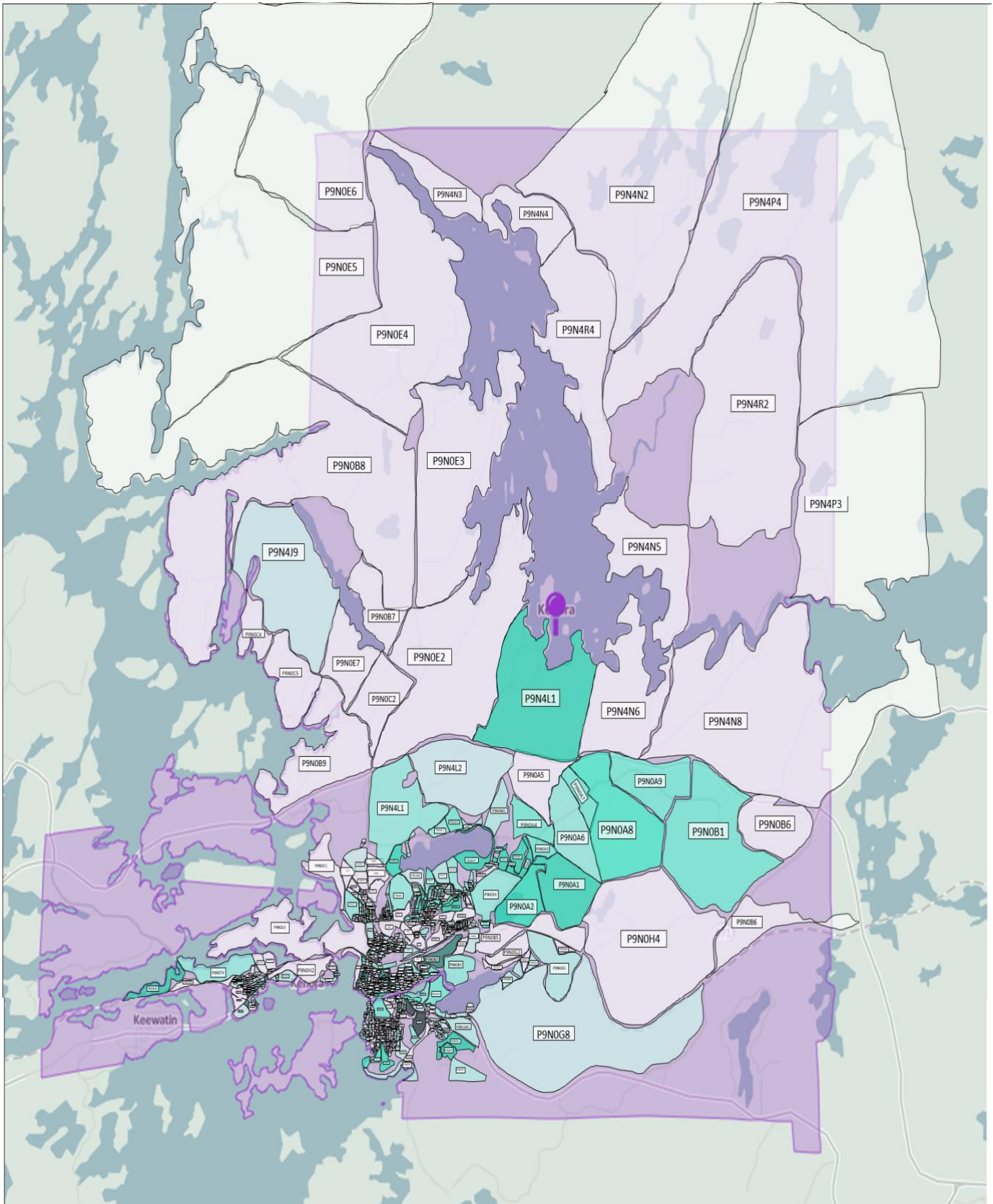
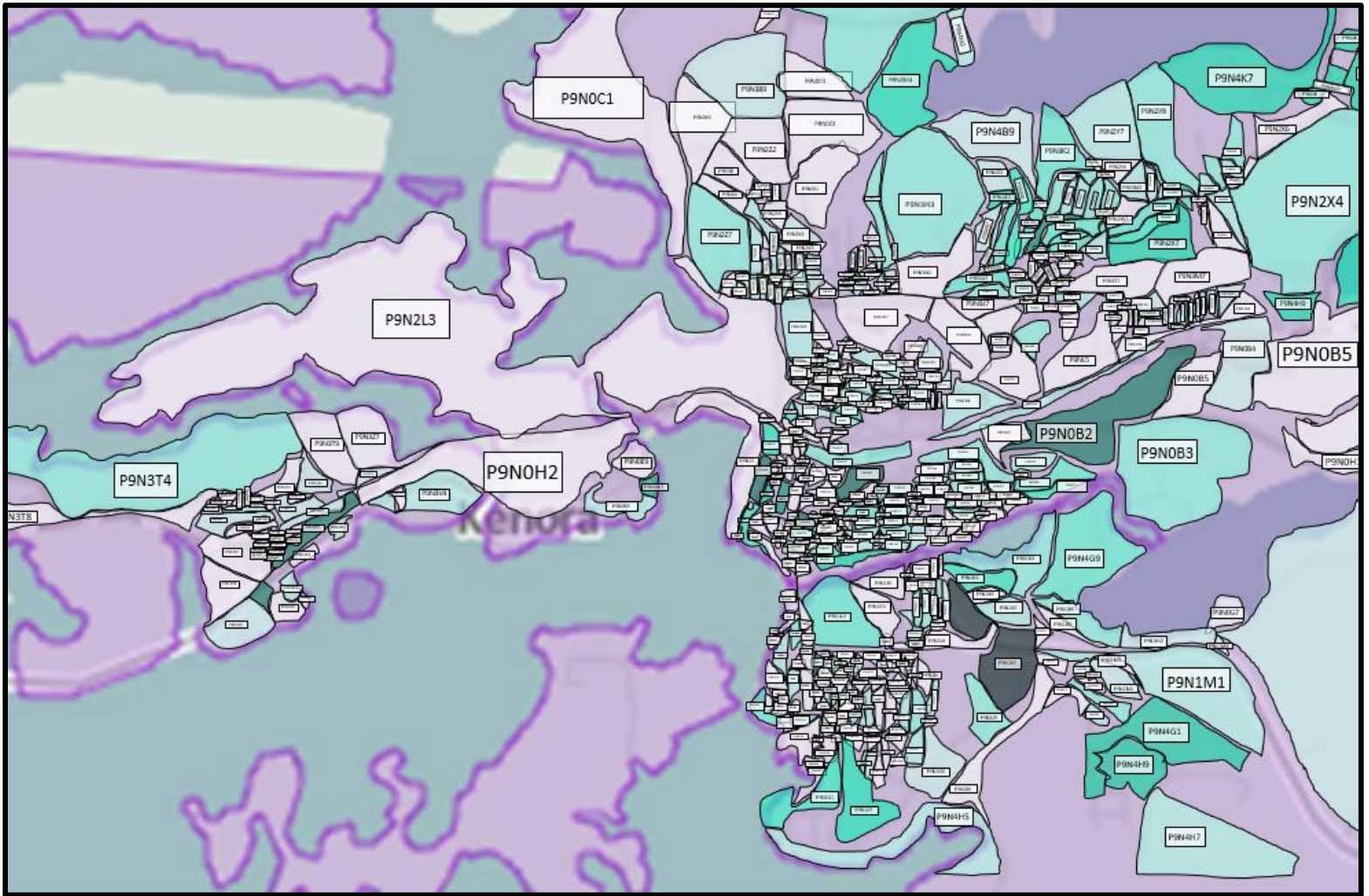


Figure 5-6 Expanded Natural Gas Map



5.1.3 Community Engagement

Based on the feedback received, a community awareness program is key to building awareness and support for both the CEP development process as well as energy conservation in general. These items include open houses, social media campaigns, informational handouts, materials for newspaper articles and other more general information pieces. Some of the highlights include:

- Energy and environmental messaging (social media, strategic public-facing marketing materials and use of messaging in the local media)
- Promotional information detailing the availability of funding for energy efficiency for local residents and businesses
- Attending meetings of influential community organizations such as the Chamber of Commerce
- Various visual marketing pieces including energy conservation related posters and news articles

This marketing program can be used to maintain momentum for both the CEP process as well as energy management as a whole and should be augmented by direct interaction with the public at events (where applicable and possible).

5.2 Energy Conservation Measures Planned

A community's ability to generate change within itself is largely dependent upon the amount of buy-in its residents have for an idea, cultural perspective or habit. To ensure that the community is promoting and actively working towards attaining its conservation and sustainability goals, City staff will undertake the following action items designed to positively influence the community's perception of conservation as well as the merits of efficiency and sustainability. They will allow for Kenora to continue to play a leading role in conservation efforts in the region and enhance its ability to attract investment and industry through measures that both benefit the environment and are economically viable.

5.2.1 Community Conservation Culture

Developing a conservation culture is a critical focus to be fostered within the community. This culture will lead meaningful behaviour changes from the residents of Kenora which will ensure that the full potential of conservation efforts can be achieved. While conservation is seen as being driven through technological improvements, efficient operation of equipment and processes can often lead to significant savings without major investment. The challenge lies in encouraging people to embrace this culture of conservation. Early adopters will always be a part of any new cultural movement, just as there will always be detractors on the other end of the spectrum. Getting those in the middle ground to shift towards positive action will be the key challenge to ensuring the success of this program in the greater community.

A leading-edge community engagement effort in energy initiatives (conservation, retro-fits, and efficiency programs) will be created in order to enhance implementation effectiveness and support a sustained quality of life in Kenora.

The community conservation culture will be created by:

1. Creating and maintaining a dedicated interactive online presence for community energy.
2. Leveraging available funding to promote conservation and demand management programs.

3. Help organizations (commercial, industrial and institutional) rationalize longer-term payback periods by identifying conservation opportunities and behaviour-based programs that can reduce energy consumption.
4. Work with local stakeholders on a public education campaign (public forums, Farmers Market tabling, etc.) to educate the community on the financial and environmental benefits of energy conservation.
5. Implement an energy conservation or climate change recognition program.
6. Use gamification, contests or reward programs to increase participation in conservation programs.
7. Educate people on the benefits of the ENERGY STAR® program, particularly when purchasing new appliances and electronics and the impact of phantom loads.
8. Continue to promote province wide initiatives like Earth Hour and recycling programs.
9. Support school programs to engage community on conservation initiatives.
10. Work with regional partners to expand conservation culture beyond our borders

5.2.2 Energy Efficiency

Improving energy efficiency is a key part of the CEP, as efficiency improvements are often the most cost-effective and easily implemented retrofits. In addition to the efficiency recommendations made in previous sections of this report, working collaboratively with the community and key stakeholders to create new standards of efficiency in both new and existing buildings will contribute to Kenora's overall economic competitiveness.

This will be achieved by:

1. Targeting conservation programs to older residential and commercial buildings, in areas identified as high consumption during the energy mapping process.
2. Seek out third-party programs and/or promote incentives or financing programs to assist residents to finance retrofits.
3. Lobby provincial governments to extend conservation programs.

4. Encourage building owners to benchmark energy usage of buildings and help develop an existing energy usage database for the community. This data can then be used to further improve the community's culture of conservation.
5. Continue to encourage building owners/managers to consider 3rd party energy efficiency programs such as LEED™ and BOMA BEST.
6. Encourage builders to improve energy efficiency and sustainability of new buildings beyond the Ontario Building Code, using third party programs.
7. Ensuring that all new commercial, industrial and institutional buildings consider energy and water efficiency improvements and conservation opportunities. This will apply to any facilities undergoing any major renovations.
8. Encourage regional partners to follow suit and adopt similar standards.

5.2.3 Energy Generation and Security

A strong energy infrastructure has many components, and security through redundancies and distributed generation are key elements. By expanding the amount of energy generated within the community, Kenora not only benefits from reduced operational costs, but also becomes more attractive to investments and industry by laying the groundwork for these emerging technologies. In addition to the need for increased local generation, decreasing the overall energy demand of the community is another area of concern. Growing demand levels will require increased expansion of the existing electrical infrastructure and may decrease the reliability of the grid.

Steps will be taken to increase the capacity for integrated community energy utility infrastructures through the following actions:

1. Encourage residential and commercial facilities to utilize solar water heating for pools and domestic hot water use by educating and providing support for these projects.
2. Preliminary investigations will be taken to determine the merits and environmental impacts of small-scale generation.
3. Provide education and support to industry and commercial facilities with high energy demand, as identified through the Energy Maps, on co-generation systems. These

systems are capable of making the most efficient use of input fuel by generating both electricity and converting waste heat into a useable energy source.

4. Work with local industry and businesses to reduce peak demand by implementing a demand management program that will work with stakeholders to encourage them to shift high demand process away from peak periods.
5. Take part in regional Energy Security Forums such as those regularly presented by the IESO. This will ensure that the City of Kenora has a detailed understanding of the potential opportunities and constraints associated with electricity supply in the Region.

Several other technologies exist that may be examined for their feasibility for integration into the Kenora's energy infrastructure, however the above-mentioned areas of focus are best suited to the City's geography and energy demands. Other technologies that may be considered include: additional deep-water lake cooling/heating (already in use at one municipal facility), wastewater micro-turbines and heat recovery, biofuel co-generation and landfill gas capture. These technologies have been designated as lower priority options due to both the building density and climate.

5.2.4 Land Use and Growth

Traditionally, energy planning is not a large part of community planning. However, the methods and considerations we use to plan our communities has a significant effect on the community's energy use. Some of these items are well captured in Kenora's Official Planning document.

Improvement in the energy efficiency of municipal and community building and architecture principles and the following actions will expand on these initiatives to help us build a complete and healthy community, where mixed-use areas support active transportation measures and a local transit system. Kenora will optimize our integrated community energy systems and efficiency opportunities in land use planning by:

1. Promoting pedestrian-friendly design through:
 - a. Planning for convenient walking distances to transit and parks

- b. Creating dedicated walkways and pathways/trails to link activity nodes (e.g. home to work)
 - c. Encouraging compact, efficient mixed-use areas that optimize redevelopment and integrate residential, office and retail commercial developments
2. Creating opportunities for energy conservation through:
- a. Orienting new buildings to take advantage of solar gain
 - b. Retaining/planting and maintaining shade trees for summer cooling and winter shelter
 - c. Encouraging pedestrian and bicycle usage over vehicle travel
 - d. Encouraging the use of green infrastructure and systems (e.g. use of permeable surfaces, green facades, green/grass roofs and passive design landscaping, solar shading, use of recycled building and construction materials)
 - e. Enhancing the capacity of municipal staff to consider passive energy and sustainable building measures to conserve energy through the planning approvals process where feasible.

6 IMPLEMENTATION PLAN

The following table is a concise summary of the goals and objectives for the CEP 2018. Initiatives for each objective are identified with an indication of their priority, estimated implementation timing, what resources will be required, and who will take the lead.

Initiative	Priority	Timing	Lead	Resources
Target: Lighting Upgrades and Standards for New Construction				
1. Where feasible, implement a replacement by attrition policy in all municipal buildings that replaces any defective lighting fixture with either a high efficient or LED equivalent.	High	Short-Term	City	Staff resources; funding required
2. Take advantage of IESO provided incentives to help fund facility retrofit and operational improvement initiatives.	High	Short-Term	City, Synergy North, Hydro One	Staff resources
Target: Lighting Upgrades and Standards for New Construction				
1. Implement maintenance procedures at all municipal buildings that include inspection, repair and replacement of doors and window seals on a scheduled basis.	High	Short-Term	City	Staff resources
2. Ensure all thermostats are upgraded to programmable models wherever feasible and provide training and guidance on acceptable scheduling and temperature setpoints. Implement routine checks to ensure these schedules are not being manually overridden.	High	Short-Term	City	Staff resources
3. Begin a systematic approach to upgrading the heating systems at high consumption facilities as identified through energy audits previously conducted.	LOW	Long-Term	City, Union Gas	Staff resources; funding required
4. Investigate the feasibility of using solar water heating to reduce the natural gas consumption of pool water heating.	Medium	Medium-Term	City, Union Gas, External Consultants	Staff resources

5. Take advantage of incentive programs from Union Gas for retrofits and gas saving measures.	High	Short-Term	City, Union Gas	Staff resources
Target: Lighting Upgrades and Standards for New Construction				
1. Continue to support Urban Development as detailed in the Official Plan by promoting local work opportunities and reducing outbound commuting.	Medium	Medium-Term	City, community partners	Current resources
2. Emphasize the importance of sustainable transportation measures, such as transit and active transportation.	Medium	Medium-Term	City, community partners	Staff resources
3. Consider feasibility of car share and bike programs.	Medium	Medium-Term	City	Staff resources
4. Support/encourage school-oriented programs to increase active transportation initiatives.	High	Medium-Term	City, community partners	Staff resources
5. Ensure new and reconstructed arterial and collector roads are built as <i>Complete Streets</i> that are safe and accessible for pedestrians and cyclists of all ages where feasible	High	Medium-Term	City	Staff resources; potential funding required
6. Ensure new development is transit friendly.	High	Medium-Term	City	Staff resources
Target: Lighting Upgrades and Standards for New Construction				
1. Initiate Detailed Engineering Studies (DES) to determine the feasibility, payback, and energy conservation levels of VFD installations at the water treatment facilities, beginning with those already identified through energy audits as high conservation opportunities.	High	Medium-Term	City, Hydro One, External Consultants	Requires funding and external resources
2. Pursue IESO funding for the DES's.	High	Medium-Term	City, Synergy North, Hydro One	Staff resources
3. Implement the findings of the DES's where feasible and initiate measurement and verification practices to quantify the success of the measures.	Medium	Medium-Term	City	Requires funding and external resources

Target: Energy Audits, Retro-commissioning and New Building Commissioning				
1. Work with Council to plan, organize and budget for a schedule of energy audits at all City facilities.	High	Medium-Term	City	Staff resources
2. Educate staff and the community on the benefits of recurring energy audits.	LOW	Medium-Term	City, Synergy North, Hydro One, Union Gas	Staff resources and external resources
3. Support and include commissioning practices during new construction and renovations at City operated facilities.	LOW	Medium-Term	City	Staff resources, requires funding and external resources
4. Lobby provincial governments to extend incentive programs for energy audits and commissioning.	LOW	Medium-Term	City, Synergy North, Hydro One, Union Gas	Staff resources
5. Develop budgets and schedules for implementing the findings of the energy audits.	Medium	Medium-Term	City, Synergy North, Hydro One, Union Gas	Staff Resources, funding required
Target: Provide the Energy Needed for Projected Growth through Improved Energy Efficiencies				
1. Target conservation programs to older building stock and encourage commercial and industrial sectors to participate in energy audits and retro-commissioning programs. Develop standards for recurring use of these programs over specific time periods, based on building age and energy intensity.	Medium	Long-Term	City, Synergy North, Hydro One, Union Gas	Staff resources, requires funding and external resources
2. Develop lighting standards for renovations that include options for LEDs and other high-efficiency lighting types. Include operational standards such as light and motion sensors, and automatic timers.	High	Long-Term	City, community partners	Staff resources
3. Consider incentives or financing programs to accelerate meeting efficiency standards of new Ontario Building Codes.	LOW	Long-Term	City	Staff Resources,

				funding required
4. Encourage building owners to improve the thermal efficiency of their facilities through measures such as increased insulation and weather stripping. Develop window replacement and maintenance program, including window sealing and caulking.	Medium	Long-Term	City, Synergy North, Hydro One, Union Gas	Staff resources
5. All major renovations will be expected to achieve at least a 20% energy efficiency increase from today's city-wide average starting from 2018. This target will be improved by a net 3% per year through at least 2031.	High	Long-Term	City, Synergy North, Hydro One, Union Gas	Staff resources and external resources
6. Encouraging builders to improve energy efficiency and sustainability of new buildings by utilizing third party programs such as LEED™ certification, BOMA BEST, or ENERGY STAR® for new homes, and celebrating these successes.	High	Long-Term	City, Synergy North, Hydro One, Union Gas	Staff resources and external resources
7. Develop policy for energy efficient guidelines and equipment specifications for new municipal construction projects that improve average energy efficiency by 1.5% per year for ongoing new construction from 2017 to 2031.	High	Long-Term	City, Synergy North, Hydro One, Union Gas	Staff resources and external resources
8. Increasing participation rates and awareness of recycling and replacement programs for refrigerators and electronics equipment.	Medium	Long-Term	City, community partners	Staff resources and external resources
9. Educate the community on the benefits of the ENERGY STAR® program, particularly when purchasing new appliances and electronics and the impact of phantom loads.	Medium	Long-Term	City, community partners	Staff resources and external resources
Target: Retrofit All Municipal Buildings and Streetlights with High Efficiency Lighting Systems				
1. Use information gathered through energy auditing to plan and budget for scheduled replacement of major lighting systems.	High	Long-Term	City, Synergy North, Hydro One	Staff resources

2. Work with consultants and industry representatives to determine the most cost-effective energy efficient options on a continuing basis.	LOW	Long-Term	City, External Consultants	Staff resources and external resources
3. Pursue lighting retrofit incentives from IESO and lobby for the renewal of such programs.	Medium	Long-Term	City, Synergy North, Hydro One	Staff resources
4. Begin a staged implementation of this plan with the aim of all lighting being retrofitted by 2031.	Medium	Long-Term	City	Staff resources, funding required
Target: Building Envelope Upgrades				
1. Make use of 3 rd party programs such as LEED™ and BOMA BEST® in its new construction buildings which place emphasis on increasing the effectiveness of building envelopes	Medium	Long-Term	City, Synergy North, Hydro One, Union Gas	Staff resources
2. Take steps to plan and implement a window replacement program for its older existing building stock, using information gathered through energy auditing to determine the highest priority facilities.	Medium	Long-Term	City, Synergy North, Hydro One, Union Gas	Staff resources
3. Investigate the feasibility of instituting a program of spray-foam insulation in ceiling cavities of existing building stock, using information gathered through energy auditing to determine the highest priority facilities.	LOW	Long-Term	City, External Consultants	Staff resources, funding may be required
4. During any significant renovation to existing building stock consideration will be given to the feasibility of combining insulation improvements with existing project plans, so as to reduce retrofit costs.	High	Long-Term	City	Staff resources, funding may be required
5. Implement such retrofit measures as deemed feasible to improve the building envelope including but not limited to; air curtains, automatic doors, reflective e-film window coverings, window roller shades, etc.	High	Long-Term	City	Staff resources, requires funding and external resources

Community Focused Measures				
Community Conservation Culture				
1. Creating a dedicated interactive community online presence on community energy conservation.	Medium	Short-Term	City, External Consultants, Synergy North, Hydro One, Union Gas	Staff resources, funding required
2. Leveraging available funding to promote conservation and demand management programs.	High	Medium-Term	City	Staff resources
3. Help organizations (commercial, industrial and institutional) rationalize longer term payback periods by identifying conservation opportunities and behaviour-based programs that can reduce energy consumption.	Medium	Medium-Term	City, community partners	Staff resources
4. Work with local stakeholders to educate the community on the financial and environmental benefits of energy conservation.	Medium	Medium-Term	City, community partners	Staff resources
5. Implement an energy or climate change recognition program.	High	Short-Term	City, community partners	Staff resources
6. Use gamification, contests or reward programs to increase participation in conservation programs.	LOW	Medium-Term	City, community partners	Staff resources
7. Educate people on the benefits of the ENERGY STAR® program, particularly when purchasing new appliances and electronics and the impact of phantom loads.	Medium	Medium-Term	City, community partners	Staff resources
8. Continue to promote province wide initiatives like Earth Hour and recycling programs.	LOW	Medium-Term	City, community partners	Staff resources
9. Supporting school programs to engage community on conservation initiatives.	LOW	Medium-Term	City, community partners	Staff resources

Energy Efficiency				
1. Targeting conservation programs to older residential and commercial buildings, in areas identified as high consumption through the energy mapping process.	High	Short-Term	City, community partners	Staff resources
2. Consider incentives or financing programs to assist residents to finance retrofits.	LOW	Medium-Term	City	Staff resources, funding required
3. Lobby provincial governments to extend conservation programs.	Medium	Medium-Term	City	Staff resources
4. Encourage building owners to benchmark energy usage of buildings and help develop an existing energy usage database for the community. This data could then be used to further improve the community's culture of conservation.	Medium	Medium-Term	City, community partners	Staff resources, funding may be required
5. Continuing to encourage building owners/managers to consider 3 rd party energy efficiency programs such as LEED™ and BOMA BEST.	High	Long-Term	City, community partners	Staff resources
6. Encourage builders to improve energy efficiency and sustainability of new buildings beyond Ontario Building Code, using these 3 rd party programs.	High	Long-Term	City, community partners	Staff resources
7. Ensuring that all new commercial, industrial and institutional buildings are evaluated for energy and water efficiency improvements and conservation opportunities. This will apply to any such facilities undergoing any major renovations.	Medium	Long-Term	City, External Consultants	Staff resources, funding required
Energy Generation and Security				
1. Encourage residential and commercial facilities to utilize solar water heating for pools and domestic hot water use through education.	Medium	Short-Term	City, External Consultants	Staff resources, funding required

<p>2. Provide education and support to industry and commercial facilities with high energy demand, as identified through the Energy Maps, on co-generation systems. These systems are capable of making the most efficient use of input fuel by generating both electricity and converting waste heat into a useable energy source.</p>	<p>High</p>	<p>Medium-Term</p>	<p>City</p>	<p>Staff resources</p>
<p>3. Work with local industry and businesses to reduce peak demand by implementing a demand management program that will work with stakeholders to encourage them to shift high demand process away from peak periods.</p>	<p>Medium</p>	<p>Long-Term</p>	<p>City, Synergy North, Hydro One</p>	<p>Staff resources, funding may be required</p>
<p>Land Use and Growth</p>				
<p>1. Promoting pedestrian friendly design.</p>	<p>High</p>	<p>Medium-Term</p>	<p>City</p>	<p>Staff resources</p>
<p>2. Encouraging compact, efficient mixed-use areas that optimize redevelopment and integrate residential, office and retail commercial developments.</p>	<p>Medium</p>	<p>Medium-Term</p>	<p>City, community partners</p>	<p>Staff resources</p>
<p>3. Creating opportunities for energy conservation through orienting new buildings to take advantage of solar gain, retain/plant and maintain shade trees for summer cooling and winter shelter.</p>	<p>High</p>	<p>Medium-Term</p>	<p>City, community partners</p>	<p>Staff resources, funding may be required</p>
<p>4. Encourage the use of green infrastructure and systems (e.g. use of permeable surfaces, green facades, green/grass roofs and passive design landscaping, solar shading, use of recycled building and construction materials).</p>	<p>High</p>	<p>Medium-Term</p>	<p>City, Synergy North, Hydro One</p>	<p>Staff resources, funding may be required</p>
<p>5. Enhancing the capacity of municipal staff to consider passive energy and sustainable building measures to conserve energy through the planning approvals process where feasible.</p>	<p>Medium</p>	<p>Medium-Term</p>	<p>City</p>	<p>Staff resources</p>

6.1 Monitoring and Reporting

Energy monitoring and tracking is a key pillar of any energy management program. The current reporting methods reveal the annual consumption of energy as well as the costs associated with the purchase of these utilities. By regularly and routinely monitoring the energy use from year to year, staff can track the results of the energy conservation efforts.

Information from municipal reporting and utility provided data has highlighted key performance indicators that provide us with a baseline of energy consumption and costs both within the municipal asset portfolio and in the community as a whole. This baseline is beneficial to establishing a strategy for conservation initiatives and will also serve as a method of measuring our success when new consumption and costs are compared with the baseline.

The tracking of our utilities also allows for us to engage the community by highlighting conservation successes, including reductions in greenhouse gas emissions. Targets have been set for each objective as previously noted and performance measures and indicators will be used for reporting and monitoring progress. The actions will be reviewed and reported on annually. This CEP 2018 will be reviewed and updated in 2023.

6.2 Governance

The CEP 2018 assumes an active approach to community energy management. As highlighted above, the City has a leadership role to play in energy conservation, energy efficient operations and the coordination of planned activities. The success of the plan will be driven by the community stakeholders, in close co-operation with municipal operations. Without community involvement, the stated goals and objectives within this CEP 2018 document would not be achieved.

The structure of the team guiding the implementation of the CEP 2018 will consist of an Advisory Committee to provide guidance on implementing the CEP and Plan. Current infrastructure, personnel and committees already in place will also be used to ensure the efficient and timely execution of our goals and plans.

The Advisory Committee will be comprised primarily by members of the initial stakeholder groups to ensure continuity throughout the CEP. The parameters of the committee will be to monitor and report on the progress of the CEP plans, while also providing guidance and communication

between stakeholders. The Committee will also share the successes and challenges of the CEP with regional neighbors while also soliciting information and experiences from them. This will allow the committee to continue its leadership role by acting as a resource for other communities and as an advocate for a culture of conservation in the surrounding areas. Additionally, the committee will act as representative for Kenora in the context of regional planning and ensure that the values of the CEP are communicated and represented in this process.

The Advisory Committee will ideally be comprised of representatives from the City, Hydro One, Synergy North and Union Gas. It will be responsible for developing the implementation plans and processes necessary to achieving the goals of the CEP. The budget for the CEP implementation will be managed corporately. The Committee will have three important areas of focus: Municipal Energy Conservation Measures, Municipal Operational Efficiency Improvements, and Community Energy Conservation Measures. Membership of the groups responsible for these areas will be determined based on the skills required for each team, as determined by the Advisory Committee. Additional consulting expertise may be required to help support implementation.

6.3 Regional Engagement

Members of the Advisory Committee will be expected to help in spreading the information within this CEP with neighboring regional municipalities and townships. In this way a greater awareness of our culture of conservation can be promoted within the surrounding areas. An understanding that all communities in the area will be similarly focused on energy conservation, reduction, local generation and efficiency improvements will allow for integrated efforts. This can help to expand transit projects, further encourage renewable energy projects and plan and implement larger scale projects as well as lobby for greater funding for such endeavours.

Appendix A – Energy Data

City of Kenora Facilities 2015 Energy							
Building Name	City	Address	Total Floor Area (ft ²)	Total Electricity Consumption (kWh)	Total Natural Gas Consumption (m ³)	GHG Emissions (kg)	Energy Intensity (ekWh/ft ²)
City Hall	Kenora	1 Main Street South	12,106	205,047	16,537	39,470	31
Discovery Center	Kenora	900 Lakeview Drive	3,000	138,603		5,546	46
Harbourfront Tent	Kenora	22 Bernier Drive	17,270	51,678		2,068	3
Jaffray Mellick Garage (Sunset trail riders)	Kenora	241 Rabbit Lake Road	5,970	9,915	19,125	36,556	36
Jaffray Mellick Office Building	Kenora	243 Rabbit Lake Rd	2,013	16,562		663	8
Jaffray Mellick Administrative wing	Kenora	18 Bunny St	6,600	6,413	37,076	70,354	61
Kenora Sportsplex	Kenora	18 Bunny St	23,100	25,653	11,163	22,132	6
Keewatin Fire Hall	Kenora	1008 Ottawa Street	1,810	65,370	15,520	31,958	127
Keewatin ice rink	Kenora	930 Front street	27,210	696,240	52,364	126,857	46
Keewatin Library (Seniors)	Kenora	221 Main Street	4,572	21,300	4,817	9,960	16
Kenora Library	Kenora	24 Main street South	4,940	130,640	20,465	43,919	70
Kenora Police Station	Kenora	1125 HWY 17 E	9,698	117,727	26,378	54,582	41
Kenora Recreation administrative area	Kenora	18 Mike Richards Way	12,592	333,552	23,281	57,362	46
Kenora Recreation Swimming Pool	Kenora	18 Mike Richards Way	14,445	382,637	35,226	81,909	52
Kenora Recreation Thistle Arena	Kenora	18 Mike Richards Way	32,484	860,475	79,219	184,202	52
Kenora Recreation Wellness Centre	Kenora	18 Mike Richards Way	26,280	696,136	64,096	149,035	52
Lake of the wood Cemetery office	Kenora	714 Ninth St N	600	76,324		3,054	127
Lake Of the Woods Museum	Kenora	300 Main street South	13,896	176,483	18,419	41,884	27
Museum annex	Kenora	300 Main street South	1,500	21,081	6,533	13,195	60
Operation Building (Administrative)	Kenora	60 Fourteenth St N	37,000	266,525	44,118	94,074	20
Operation Building Maintenance	Kenora	60 Fourteenth St N	12,795	92,167	15,471	32,938	20
Operation building Storage Garage	Kenora	60 Fourteenth St N	32,000	230,508	38,156	81,362	20
Parkade	Kenora	Matheson St	17,000	20,965		839	1
Pavillion	Kenora	22 Bernier Drive	1,613	72,479		2,900	45
Sewage Treatment Plant	Kenora	18 Sewage Plant Rd	-	3,009,000		120,393	-
Transfer station	Kenora	401 Mellick Avenue	1,171	76,324		3,054	65
Water Treatment Plant	Kenora	9 Seventh Street South	19,000	1,942,000	14,486	105,088	110

Appendix B – Green Cleaning Template

This policy example meets the requirements LEED v4 O+M EQ Prerequisite Green Cleaning Policy Option 1. The contents of this policy, including but not limited to the policy scope and goals, roles and responsibilities, standard operating procedures, implementation strategies, performance measurement and schedule for reassessment, and quality assurance, will vary by project based on the building's circumstances. Be sure to customize this policy example, tailoring it to your project's specifics. It will be reviewed as a part of your project's documentation submission.

Green Cleaning Policy for Building A

Effective date: May 1, 2012

i. Scope

This policy applies to all cleaning procedures, cleaning material purchases, cleaning equipment purchases, and cleaning services that occur inside and on the building site and grounds for Building A. Specifically, this policy covers the following:

Cleaning strategies for:

- Hard floor and carpet cleaning and maintenance
- Protection of vulnerable occupants during cleaning
- Disinfectant and sanitizer selection and use
- Safe storage and handlings of cleaning chemicals, including spill management

Performance metrics and strategy development:

- Reductions in water use, energy use, and chemical toxicity
- Green cleaning products purchasing
- Green cleaning equipment purchasing

Staffing and training plans:

- Staffing requirements and contingency for staffing shortages
- Timing and frequency of staff training

ii. Goals

This policy will be fully implemented starting on the effective date.

<u>Category</u>	<u>Goal</u>	<u>Performance measurement unit</u>
Cleaning products and materials purchases	85% meet sustainability criteria	Cost
Cleaning equipment purchases	100% meet sustainability criteria	Number of equipment items
Cleaning equipment inventory	40% of equipment in the project inventory will meet the applicable sustainability criteria	Number of equipment items in the overall inventory for the project
Toxic chemical usage (applies to all cleaning chemicals, including those not addressed by EQc Green Cleaning – Products and Materials)	Toxic chemicals will only be used in situations where products meeting the requirements of EQ Credit Green Cleaning – Products and Materials are unable to sufficiently clean the area, the area cannot be replaced (such as a floor tile), and represents a hazard to human health	Number of uses

iii. Roles and Responsibilities

The responsible party for this policy is John Smith, the Property Manager. He is responsible for ensuring that this policy is executed and that any contracted cleaning vendors under management's control are aware of and fully trained on the procedures outlined in this policy. Further, the Property Manager is responsible for sharing this policy with the building tenant representatives and encouraging policy adoption accordingly. He is responsible for reviewing this policy for any significant changes on the interval specified in the quality assurance section. If at any time updates are required to this policy, he will ensure that the appropriate individuals are informed of the updates.

iv. Procedures and strategies for implementation

Hard floor and carpet cleaning and maintenance

- Hard floors, including tile, concrete, and wood surfaces, will be cleaned once a week with only sustainable cleaning products. No stripping or coatings will be applied to hard floor surfaces.
- Carpets will be vacuumed daily with vacuum cleaners that meet the sustainability criteria listed later in this policy.
- One per month, the carpets will be inspected for stains and other damages. If feasible, the necessary areas will be spot cleaned with sustainable carpet cleaning materials. If damaged, the carpet tiles will be replaced.
- When carpet extraction equipment must be used, methods to reduce chemical usage will be implemented.

Protection of vulnerable occupants during cleaning

- Vulnerable occupants include women who are pregnant, children, elderly occupants, and individuals with asthma, allergies, or other sensitivities.
- As much as possible, only sustainable cleaning products will be used. Please refer to the goals and tracking sections of this policy for additional information.
- Any cleaning that involves the use of carpet cleaners, or if at any point the use of a non-sustainable cleaning product is required, this cleaning will be performed after regular business hours.

Disinfectant and sanitizer selection and use

- Only hand soaps and hand sanitizers that meet the at least one of the sustainability criteria listed under the purchasing guidelines will be considered to meet the requirements of this policy.
- Hand sanitizers will be placed throughout the building for the use of occupants
- Only disinfectants meeting the purchasing sustainability criteria listed below will be considered to meet the requirements of this policy. Disinfectants will be kept locked in the janitorial closets and may only be used by the cleaning staff.
- Cleaning staff will be required to follow all dilution strategies for disinfectants.

Safe storage and handlings of cleaning chemicals, including spill management

- Cleaning chemicals will be stored in the janitor closets to prevent access for other occupants.
- Cleaning staff will receive training on the various hazards of different toxic chemicals and how to address spills.
- Spills will be cleaned and handled according to the manufacturer safety data sheets provided by the manufacturer.
- All spills will be handled carefully. As soon a spill of a non-sustainable product occurs, the responsible party must be notified. If the spill occurs in an area to which typical building occupants have access, the area will be roped off and building occupants will be informed to stay clear of the area.

- Material safety data sheets for all of the cleaning chemicals used in the building will be retained and hazard information will be highlighted. This information will be clearly displayed in all janitor closets.

Strategies for reducing the toxicity of the chemicals used for laundry, ware washing, and other cleaning activities

- Cleaning staff and building occupants will be supplied with safe cleaning chemicals that meet the sustainability criteria described in the purchasing guidelines listed below.
- Dish soaps and laundry detergent meeting the EPA Design for the Environment will be supplied for ware washing and laundry.
- For surface cleaning, ionized water cleaning devices (using only water) will be used as much as possible.

Strategies for conserving energy, water, and chemicals used for cleaning

- Manual-powered equipment and cleaning strategies will be used whenever possible to reduce the energy and water used by powered equipment and typical cleaning strategies.
- Cold water will be used for any necessary disposal to reduce energy used to heat hot water.
- The filters in vacuums and other applicable equipment will be changed frequently to enable air flow and reduce the energy consumption of the equipment.
- When cleaning chemicals are necessary, the operating procedures for chemical dilution will be followed to ensure that the minimum amount of cleaning chemicals necessary is used.

Strategies for promoting hand hygiene

- All restrooms will be equipped with hands-free soap dispensers, faucets, hand dryers, and towel dispensers.
- Hand sanitizers meeting UL EcoLogo 2783 standard for Instant Hand Antiseptics (formerly Environmental Choice CCD 170) will be placed throughout the building.

Tracking plan for staffing and overall performance

- Regular APPA audits will be conducted to evaluate cleanliness. As a part of the audits, the auditors will interview cleaning staff to ensure that the cleaning and hard floor and carpet maintenance system is being consistently used.
- The audits will be conducted once every sixth months and will be led by the responsible party for this policy. The responsible party is responsible for recording the results of the audits in the management records, following up with any cleaning staff to provide additional training and/or guidance and recording these actions.
- All cleaning staff are required to check in each day when they arrive at work. The responsible party will retain these records to ensure that the building is sufficiently staffed with trained professionals.
- The responsible party will log all training that is provided to the cleaning staff and will ensure that the training plans described above are met.
- When new staff come on board, the responsible party will record the initial training and orientation provided to the staff.

Tracking plan for water, energy, and toxic chemical usage

- Every time a toxic chemical is used, it must be reported to the responsible party. The responsible party will record which chemical was used, where it was applied, and the reason for its use. This information will be used to track against the goal for using toxic chemicals only when strictly necessary.
- All vacuum filters will be replaced on a regular basis. The responsible party will record maintenance performed on all cleaning equipment, including filter replacement, to ensure that they are regularly replaced to reduce energy usage.

Tracking plan for cleaning product and cleaning equipment purchases

- All cleaning product and cleaning equipment purchases, made by either by the cleaning vendor for use in the building or made by the building management, will be recorded in the purchasing log.
- On a quarterly basis, the responsible party will review all purchases and compare against the policy goals. If the policy goals are not being met, the responsible party will take corrective action, typically in the form of providing education to the individuals in charge of procurement on the goals and sustainability criteria outlined in this policy.

Staffing and training plans

- To sufficiently clean the building requires at least one hour of cleaning per day for each 5,000 square feet. As this building is 100,000 square feet, it requires a minimum 20 hours of cleaning time per day. The cleaning staff typically works 5 hours per day; therefore a cleaning staff of at least 4 people daily. Typically 5 to 6 people are maintained on the cleaning staff.
- In the event of staffing shortages (only 3 staff are available from the regular vendor), the building maintains a contact with a backup cleaning vendor who can supply additional staff.
- Requirements for maintenance personnel.
- All cleaning staff, including backup personnel, are required to receive at least 8 hours of training per year. The responsible party will record the training attended by each staff member.
- Trainings are held once a month and are one hour long. Topics vary each month, and cover standard operating procedures for cleaning different surfaces, proper toxic chemical usage and spill management, hazards of toxic chemicals, cleaning to protect vulnerable occupants, cleaning equipment maintenance, and conservation of energy and water usage during cleaning.
- The responsible party coordinates and hosts all of the trainings.

v. Purchasing guidelines

Sustainability Criteria for Cleaning Products and Materials

Cleaning products must meet one or more of the following standards [or a local equivalent for projects outside the U.S.]:

- Green Seal GS-37, for general-purpose, bathroom, glass and carpet cleaners used for industrial and institutional purposes;
- UL EcoLogo 2792 (formerly CCD 110), for cleaning and degreasing compounds;
- UL EcoLogo 2759 (formerly CCD 146), for hard-surface cleaners;
- UL EcoLogo 2795 (formerly CCD 148), for carpet and upholstery care;
- Green Seal GS-40, for industrial and institutional floor care products;
- UL EcoLogo 2777 (formerly CCD 147) , for hard-floor care;
- EPA Design for the Environment Program’s Standard for Safer Cleaning Products; and/or
- Cleaning devices that use only ionized water or electrolyzed water and have third-party-verified performance data equivalent to the other standards mentioned above (if the device is marketed for antimicrobial cleaning, performance data must demonstrate antimicrobial performance comparable to EPA Office of Pollution Prevention and Toxics and Design for the Environment requirements, as appropriate for use patterns and marketing claims).

Disinfectants, metal polish, or other products not addressed by the above standards must meet one or more of the following standards [or a local equivalent for projects outside the U.S.]:

- UL EcoLogo 2798 (formerly CCD 112), for digestion additives for cleaning and odor control;
- UL EcoLogo 2791 (formerly CCD 113), for drain or grease trap additives;
- UL EcoLogo 2796 (formerly CCD 115/107), for odor control additives;
- Green Seal GS-52/53, for specialty cleaning products;
- California Code of Regulations maximum allowable VOC levels for the specific product category;
- EPA Design for the Environment Program’s standard for safer cleaning products; and/or

- Cleaning devices that use only ionized water or electrolyzed water and have third-party-verified performance data equivalent to the other standards mentioned above (if the device is marketed for antimicrobial cleaning, performance data must demonstrate antimicrobial performance comparable to EPA Office of Pollution Prevention and Toxics and Design for the Environment requirements, as appropriate for use patterns and marketing claims).

Disposable janitorial paper products and trash bags must meet the minimum requirements of one or more of the following programs [or a local equivalent for projects outside the U.S.]:

- EPA comprehensive procurement guidelines, for janitorial paper;
- Green Seal GS-01, for tissue paper, paper towels and napkins;
- UL EcoLogo 175 Sanitary Paper Products, for toilet tissue and hand towels
- Janitorial paper products derived from rapidly renewable resources or made from tree-free fibers;
- FSC certification, for fiber procurement;
- EPA comprehensive procurement guidelines, for plastic trash can liners; and/or
- California integrated waste management requirements, for plastic trash can liners (California Code of Regulations Title 14, Chapter 4, Article 5, or SABRC 42290-42297 Recycled Content Plastic Trash Bag Program).

Hand soaps and hand sanitizers must meet one or more of the following standards [or a local equivalent for projects outside the U.S.]:

- no antimicrobial agents (other than as a preservative) except where required by health codes and other regulations (e.g., food service and health care requirements);
- Green Seal GS-41, for industrial and institutional hand cleaners;
- UL EcoLogo 2784 (formerly CCD 104), for hand cleaners and hand soaps;
- UL EcoLogo 2783 (formerly CCD 170), for hand sanitizers;
- EPA Design for the Environment Program's standard for safer cleaning products.

[For projects outside the U.S., a local equivalent is any Type 1 eco-labeling program as defined by ISO 14024: 1999 developed by a member of the Global Ecolabelling Network may be used in lieu of Green Seal or UL standards.]

Sustainability Criteria for Cleaning Equipment

All powered equipment must have the following features:

- safeguards, such as rollers or rubber bumpers, to avoid damage to building surfaces;
- ergonomic design to minimize vibration, noise, and user fatigue, as reported in the user manual in accordance with ISO 5349-1 for arm vibrations, ISO 2631-1 for vibration to the whole body, and ISO 11201 for sound pressure at operator's ear
- as applicable, environmentally preferable batteries (e.g., gel, absorbent glass mat, lithium-ion) except in applications requiring deep discharge and heavy loads where performance or battery life is reduced by the use of sealed batteries.

Vacuum cleaners must be certified by the Carpet and Rug Institute Seal of Approval/Green Label Vacuum Program and operate with a maximum sound level of 70 dBA or less in accordance with ISO 11201.

Carpet extraction equipment, for restorative deep cleaning, must be certified by the Carpet and Rug Institute's Seal of Approval Deep Cleaning Extractors and Seal of Approval Deep Cleaning Systems program.

Powered floor maintenance equipment must be equipped with such as vacuums, guards, or other devices for capturing fine particulates and must operate with a maximum sound level of 70 dBA, in accordance with ISO 11201.

Propane-powered floor equipment must have high-efficiency, low-emissions engines with catalytic converters and mufflers that meet the California Air Resources Board or EPA standards for the specific engine size and operate with a sound level of 90 dBA or less, in accordance with ISO 11201.

Automated scrubbing machines must be equipped with variable-speed feed pumps and either (1) on-board chemical metering to optimize the use of cleaning fluids or (2) dilution control systems for chemical refilling. Alternatively, scrubbing machines may use tap water only, with no added cleaning products.

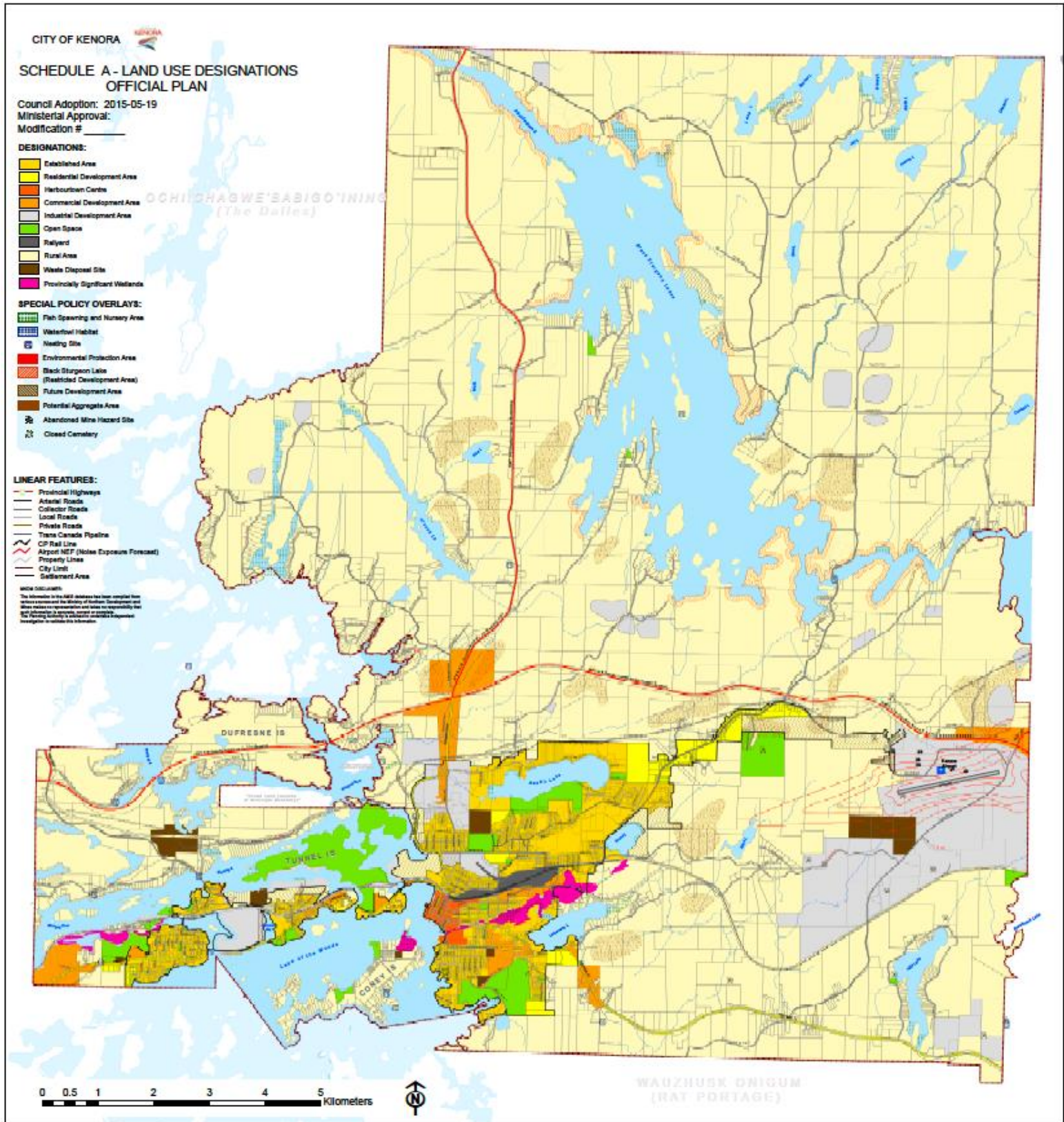
vi. Quality Assurance/Quality Control Processes

The responsible party will evaluate the green cleaning policy on a quarterly basis to evaluate progress towards the implementation goals. If any cleaning product or equipment purchases are not being recorded properly, the responsible party will inform the appropriate individuals to ensure that activities are recorded moving forward. The responsible party will evaluate the results of the cleaning audits to determine whether the building is being sufficiently cleaned and whether the standard cleaning procedures are being properly executed. As necessary, the responsible party will revise the green cleaning policy to include additional cleaning strategies or modify existing cleaning strategies.

In addition, if any implementation goals are not being met, the responsible party will investigate the situation and will work with the individuals purchasing the materials and equipment or using the equipment. The responsible party will evaluate whether updates are necessary to the in order to achieve the implementation goals.

Any revisions that are made to the policy will be incorporated into the next training cycle for the cleaning staff.

Appendix C – City Maps (From the Kenora Official Plan)



Appendix D – Key Stakeholders

Project funding support provided by the Government of Ontario.

The City would also like to thank the members of the Stakeholder Advisory Group who provided input and guidance to the development of the Community Energy Plan over several months.

Members of the Stakeholder Advisory Group included:

- Keewatin-Patricia District School Board
- Kenora Catholic District School Board
- Kenora Forest Products Limited
- Weyerhaeuser Kenora Timberstrand®
- Kenora and District Chamber of Commerce
- Kenora Hydro
- Hydro One Limited
- Ne-Chee Friendship Centre
- Lake of the Woods District Hospital
- Union Gas Limited
- FIREFLY
- Ministry of Environment, Conservation and Parks
- Ministry of Energy, Northern Development and Mines

Glossary

Acronyms

AHU:	Air Handling Unit
BAS:	Building Automation System
BHR:	Blowdown Heat Recovery
CD:	Cold Deck
CDD:	Cooling Degree Days
CFM:	Cubic Feet per Minute
DDC:	Direct Digital Control
DES	Detailed Engineering Study
DHW:	Domestic Hot Water
DWH:	Domestic Water Heater
EMIS:	Energy Management Information System
EMS:	Energy Management Strategy
FIT:	Feed-in Tariff
GHP:	Geothermal Heat Pump
HD:	Hot Deck
HDD:	Heating Degree Days
HOEP:	Hourly Ontario Electricity Price
HVAC:	Heating Ventilation and Air Conditioning
HWH:	Hot Water Heating
HX:	Heat Exchanger
kW:	Kilowatt (demand)
kWh:	Kilowatt-hour (consumption)
LDC:	Local Distribution Company
M&V:	Monitoring and Verification
MAT:	Mixed Air Temperature
MSDHP:	Multi-split Ductless Heat Pump
OAT:	Outside Air Temperature
PF:	Power Factor
PM:	Preventative Maintenance
RAH:	Return Air Humidity
RAT:	Return Air Temperature
RH:	Relative Humidity
SA:	Supply Air
SAT:	Supply Air Temperature
SCADA:	Supervisory Control and Data Acquisition
SP:	Set point
tCO₂e:	Tonnes of Carbon Dioxide Emissions Equivalent
VFD:	Variable Frequency Drive



April 2, 2019

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Development Services Strategist

Re: Community Safety and Well-Being Plan

Recommendation:

That Council hereby approves the development of a new Community Safety and Well-Being Plan;

That Council hereby approves an allocation of \$4,000 to be funded through Council Donations to acquire the services of a consultant.

Background:

In 2018, the Ontario Government passed the Safer Ontario Act mandating municipalities to work with police services and local service providers in health care, social services and education to develop community safety and well-being plans that proactively address locally identified community risks. Further, police service boards are required to participate in the planning led by municipalities, and to consider the community safety and well-being plan when developing their strategic plans.

Fortunately, Kenora's Substance Abuse and Mental Health Task Force (KSAMHTF) has been a leader in this practice prior to the legislation coming into effect and Kenora has maintained a Community Safety and Well-Being Plan (CSWBP) since 2015. However, the creation and implementation of this Plan has been a grassroots effort that is not institutionalized within municipal government. Under the new legislation, the City of Kenora will need to assume leadership of the CSWBP ensuring that it can effectively address community risks in the present and future.

Last year, the KSAMHTF Executive Board conducted a review of the CSWBP. In doing so, the Board identified actions that have been either implemented or were no longer relevant. This exercise led to a broader discussion around the mandate of the group and the need to reassess priorities with a lens to current risk factors in the community and achievable deliverables.

Since that time, the City of Kenora has joined the Canadian Municipal Network on Crime Prevention (CMNCP) and staff along with a representative from the OPP have participated in number of knowledge exchange sessions hosted by the CMNCP. The City has also worked with the network in submitting a proposal under the National Crime Prevention Strategy. Most recently, the City and OPP had a conversation with CMNCP regarding their proposal to redevelop the Community Safety and Well-Being Plan. The scope of work would include:

- 1) Ensure all necessary statistics and data on risk factors are included in order to best understand the crime and victimization issues in the community, and therefore guide informed decisions.
- 2) Develop, implement & analyze an online survey for members of the Kenora Substance Abuse & Mental Health Task Force, key stakeholders and service providers to
 - a. Understand the level to which goals of 2015 plan have been implemented
 - b. Understand the level to which goals of 2015 plan are still relevant
 - c. Identify new and emerging trends
- 3) Ensure final revised Kenora CSWBP adheres to Ontario legislation
- 4) Full-day community engagement session with key stakeholders
 - a. Review findings from statistical review
 - b. Review findings from online survey
 - c. Discuss emerging issues
 - d. Address main risks
 - e. Identify main activities for revised plan
- 5) Develop revised plan including approval

As a member of the CMNCP, the City benefits from a discounted rate in acquiring their services in Plan redevelopment. While the City is expected to facilitate community safety and well-being planning under the legislation, implementation requires the support and participation of organizations that are directly involved in managing identified risk factors. In undertaking this work, City staff in conjunction with the KSAMHTF will ensure that all necessary agencies are involved.

Budget:

The cost for the above work is approximately \$4,000. This can be drawn from the discretionary Council donations account while still leaving \$1,000 for other purposes.

Risk Analysis:

The recommendation carries a high risk related to the governance category of the City's ERM Framework. However, this is assessed as an opportunity to be in full compliance with the new legislation and target current social issues in the community.

Communication Plan/Notice By-law Requirements:

Resolution required. Distribution to C. Edie, J. Ranger.

Strategic Plan or Other Guiding Document:

3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration

3-9 The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board

3-12: The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those organizations for the improvement of the City and our Community



April 2nd, 2019

Staff Report

To: Mayor and Council

Fr: Devon McCloskey, City Planner

Re: Subdivision Agreement – 47D Andy's Camp Road

File No.: D07-18-02

Owners: William (Bill) and Darlene Wickham

Agent: Randy Seller (Hook, Seller, Lundin LLP)

Recommendation:

That the Mayor and Clerk of the City of Kenora be authorized to execute a Subdivision Agreement between the City of Kenora and William F. Wickham and Darlene Wickham, to allow for the creation of seven (7) Rural Residential lots with frontage on the Winnipeg River, with the exception of Lot 1, and a road for access to the rear of the lots; and further

That the appropriate bylaw be passed for this purpose.

Background:

On September 18th, 2018, the Planning Advisory Committee gave approval to the Draft Plan of Subdivision. Included within the Conditions of Draft Plan Approval, was the requirement for an Agreement between the owner/developer, and the City of Kenora. A copy of the report provided to the Planning Advisory Committee, the Draft Plan and the Decision are attached for further details of the proposed subdivision.

Budget: No impact. Application fees paid in accordance with the Tariff of Fees By-law. All remaining costs for registration, surveying, etc. will be the responsibility of the developer.

Communication Plan/Notice By-law Requirements: Notice of meetings, of the Committee of a Whole, and Council provided as per the Notice By-law.

Please provide circulation of decision to: the Development Services Department, Operations and Engineering Departments, Property Owner, Filing.

Risk Analysis: Analysis of planning applications is accomplished in accordance with the legislation provided through the Planning Act. Applications are required to be consistent with the Provincial Policy Statement, and meet the criteria listed in the Official Plan. The purpose of this agreement is to provide assurance that development of the road and services will occur as approved.

Strategic Plan or Other Guiding Document: The Official Plan provides criteria for the evaluation of Applications for Subdivision. The Strategic Plan provides support for the creation of new residential lots.



April 2, 2019

City Council Committee Report

To: Mayor and Council

Fr: Devon McCloskey, City Planner

Re: Closure of Roads and Declaration of Surplus Land – Property Located at Fourth Ave North and Fourth Street North

Recommendation:

That the Council of the City of Kenora declares the City owned lands described as Part of "Mining Street" on Plan 3, also known as Fourth Avenue North, between Third Street North and Fifth Street North, described as PIN 42170-0145 in the City of Kenora as surplus to the requirements of the Municipality; and further

That the southern portion of Fourth Avenue, being 21 metres in width and approximately 0.099 hectares in area, be closed; and further

That in accordance with the City policy, value of the lands will be determined by appraisal if required; and further

That toward a sale of the lands, surveying and procedures for consolidation of the PINs, merger or deeming by-law would be completed; and further

That Notice of the Closure Of An Unopened Road Allowance and Intent to Deem City Property Surplus is given in accordance with the Notice By-law; and further

That an agreement of purchase and sale would include as a condition that any further required planning applications are approved (i.e. Site Plan Control Approval) and that the buyer undertakes to obtain a building permit for the development of a 10 unit Group Home within 2 years of the closing of the transaction, and to complete same within 3 years of the closing of the transaction, failing which the property will be transferred back to the Seller and the purchase price reimbursed to the Buyer; and further

That the undertaking shall survive and not merge on closing; and further

That the Mayor and Clerk are hereby authorized to execute an agreement between the Corporation of the City of Kenora and the Kenora District Services Board for the sale of land; and further

That Council hereby gives three readings to a By-law for this purpose.

Background:

In January 2019, the Planning Department received an enquiry by the Kenora District Services Board (KDSB) to acquire an unopened road allowance, which is located adjacent to 400 and 338 Street North, for the purchase price of \$2.00. The value of the land would be established as the City's contribution to the development of affordable housing in the form of a Group Home as permitted by the Residential Density 2 Zone (R2).

This request is being made to supply land for development. The KDSB has a pending offer to purchase 400 Fourth Street North and the acquisition of the subject land would be vital for the development. A site plan drawing is provided and attached to this report. The drawing displays the proposed location for the building at the east extent of the lot (being 400 Fourth Street North), and a parking area with driveway on the westside, which is currently the unopened roadway.

Refer to Figure 1. below, which is an aerial image displaying the property line of 400 Street North in blue, and the subject area for acquisition outlined in a hashed red line.



As required, on March 21st, notice of the receipt of an application to purchase, was posted in the paper, and given to property owners within 60 metres.

The Planning Department has since received two (2) written submissions, and verbal enquiries about the application. Concerns are generally related to the existing roadways which access the area being substandard, concern for increased pedestrian and vehicle traffic, safety and security of existing residents, needing more information about the future residents, and whether it will be programmed, i.e. for addictions recovery.

On April 1st, I met with the property owner at 338 Fourth Street North, who explained that she had previously enquired to purchase the same property in 2015, to develop a 4-plex dwelling and was denied. She said that she was told that the property would never be sold due to existing Hydro Infrastructure. She is expressing interest again to purchase the property. It was suggested that she could provide a description of the proposal and development for Council.

Staff of 2015 were able to recall the enquiry and that their response was based on comments received from Kenora Hydro, as well as City Operations, who envisioned an opportunity to extend Fourth Avenue North toward the mill site for extension of water and roads. The viability of the extensions has since been reassessed, and other preferred options are available for the extensions.

The application was circulated internally for comments, as follows:

Synergy North	<p>The high level estimate for servicing the property is \$33,500 plus HST. This estimate includes:</p> <ul style="list-style-type: none"> • Upgrading three poles complete with rock bores; • Installing a rock anchor; • Extending the primary conductor for two spans; • Installing a 75kVA - 120/240V pole mounted transformer; • Terminating the customer owned secondary cables and installing guards; and • Installing one meter complete with C.T.'s <p>Your contractor is responsible for:</p> <ul style="list-style-type: none"> • Supply and installing 2 x 4"(10cm) DB2 duct from the meter base to the termination pole (ducts to be installed 1m deep); • Supply and install parallel 3 x 500MCM, Al, RWU-90, underground cable (Maximum distance from pole to meter base is 80m); and • Installing the metering cabinet and meter base on the outside of the building. <p>If you choose to have the metering inside the building, a 30" x 30" CSTE cabinet will need to be installed as a point of demarcation. I will work with your electrical engineer on our standards.</p> <p>As per our conversation this morning, I am waiting to hear from Marco Vogrig from the City of Kenora for approval to install underground cable in the laneway.</p> <p>- February 5, 2019</p> <p>Any alterations to the existing pole should be considered in conjunction with the serving requirements. I've forwarded your site plan to our Distribution Designer, John Oriecua who can be reached at 807-343-1168.</p> <p>- January 15, 2019</p>
Engineering Department	<p>There are preexisting water pressure challenges, and a mechanism within the building will be required to boost the pressure; however this is not a concern for the property transfer – March 11, 2019</p>
Kenora Fire	<p>Currently Kenora Fire has no issues with the development of this site as proposed – January 11, 2019</p>
Roads Department	<p>To be provided</p>

Budget: No impact, application fees, legal and survey fees to be paid by the developer.

Risk Analysis: There is an inherent moderate risk of public disapproval for a transfer of City property, as well as concern for the intended use; however the risk was mitigated by giving notice of the receipt of the applications for purchase of lots. It is recommended that the City circulates notice of the intent to close the road, and declare the lands surplus.

Communication Plan/Notice By-law Requirements:

Per the City's Sale of Land Policy, Notice By-law, Committee of a Whole and Council Agendas.

Strategic Plan or Other Guiding Document:Strategic Plan

The request supports the City of Kenora's Vision 20/20 Strategic Plan's priority to Build Our Foundations and further supports potential future development. In particular, this project aligns with the following:

2-5 The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond

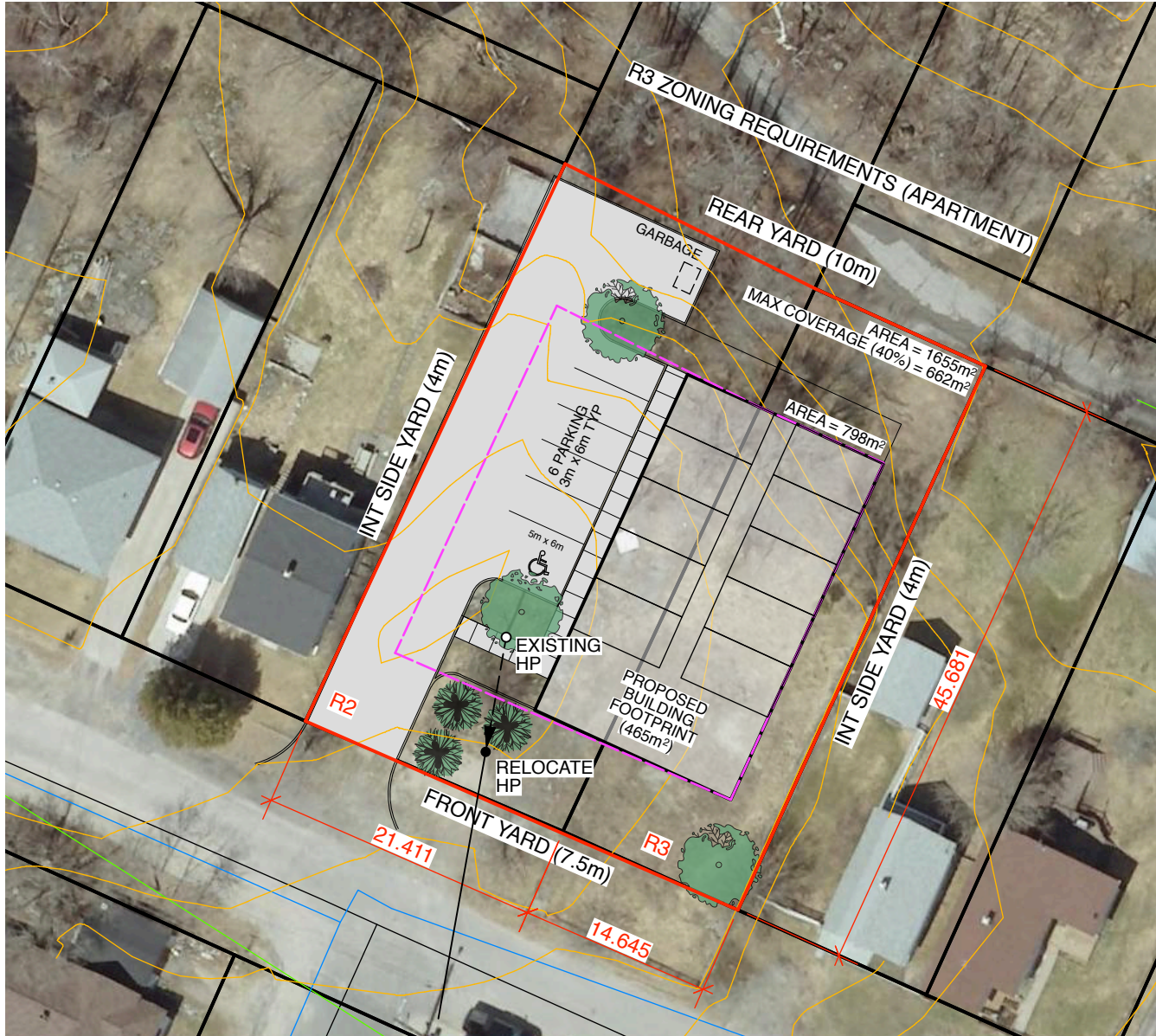
2-6 The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing

2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision

Official Plan

Principle 1 - Sustainable Development, which promotes infill and intensification, directs residential development to land within the settlement area by way of infilling.

Principle 3 - Kenora shall support the location of affordable housing in an integrated manner within new or existing development.



REQUIRED ELECTRICAL SERVICE:
600A or
400A (PASSIVE HOUSE STANDARD)