



# City of Kenora

## Committee of the Whole Agenda

Tuesday, March 10, 2020

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 March 17, 2020 meeting:-

- Set the 2020 tax rates and ratios
- Authorize the City of Kenora as a founding municipality and enter into the initial formation Agreement pursuant to which a joint investment board will be established
- Amend the 2020 Operating & Capital Budget to withdraw funds from Contingency Reserves in the amount \$8,000 to offset the cost of a NavCanada survey designing the RNAV instrument approaches, with vertical guidance to both ends of the runway at the Kenora Airport
- Authorize the execution of a purchase and sale agreement between the Kenora Municipal Non Profit Housing Corporation and the Kenora District Services Board for the transfer of all assets and liabilities of the Board
- Amend the 2020 Capital Budget to withdraw funds from the Arts Centre Capital Funds in the amount of \$200,000 for the Douglas Family Art Centre project to be funded through the capital project funds which have come solely from senior levels of government and private donations
- Amend the 2020 Capital Budget to withdraw funds from the Accessibility Reserves in the amount of \$1,800 to offset the cost of the installation of a hand rail on one side of the sloped entrance ramp to the Keewatin Memorial Arena as well as install one missing section of hand rail on walkway to main door
- Amend the 2020 Capital Budget to withdraw funds from the water and sewer reserve in the amount of \$285,000 (plus applicable tax) for completing an emergency replacement of existing OmniSite Radios at the City's fifty-eight different locations including the Water Treatment Plant, Wastewater Treatment Plant and Sewage Pumping Stations

### 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 February 11, 2020 be confirmed as written and filed.

## **D. Deputations/Presentations**

- Daphne Armstrong, Kenora Chiefs Advisory – Long Term Care Facility
  - Cody Ruberto, Uride – Ridesharing

## **E. Reports:**

### **1. Administration & Finance**

Item Subject

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- 1.1. Capital & Unusual Spending
- 1.2. 2019 Q4 Contracts
- 1.3. 2020 Tax Rates and Ratios
- 1.4. Prudent Investor Regime via ONE Joint Investment Board
- 1.5. Budget Amendment – Kenora Airport Authority
- 1.6. Community Foundation Charitable Status Support–Mount Evergreen Ski
- 1.7. Community Foundation Charitable Status Support-Keewatin Curling Club
- 1.8. Community Foundation Charitable Status Support-2020 Science Festival
- 1.9. Community Foundation Charitable Status Support-Coney Island Music Fest
- 1.10. Community Foundation Charitable Status Approvals
- 1.11. Kenora Municipal Non Profit Housing Corp Transfer Agreement
- 1.12. Kenora Chiefs Advisory Request for Support

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

Item Subject

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No Reports

### **3. Operations & Infrastructure**

Item Subject

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- 3.1 Kenora Drinking Water System Summary
- 3.2 Blue Box Collection Transition
- 3.3 Budget Amendment – Replacement of Omnisite Radios
- 3.4 Traffic Bylaw Amendment – Stop Sign/Yield Sign

### **4. Community Services**

Item Subject

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- 4.1 Budget Amendment – Arts Centre Project

- 4.2 Budget Amendment – Keewatin Memorial Arena Accessibility Funding
- 4.3 Columbarium Inscription 2020
- 4.4 Pines Agreement

## 5. Development Services

Item Subject

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- 5.1 Strategic Plan Progress Report
- 5.2 D11-127-04 Doug Lafreniere Developments Inc. Agreement
- 5.3 4<sup>th</sup> Avenue North Deeming Bylaw
- 5.4 Red Program Update

### Other:

#### Next Meeting

- Tuesday, April 14, 2020

Adjournment.



February 28, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Jon Ranger, Deputy Treasurer**

**Re: 2019 Capital and Unusual Spending**

### **Recommendation:**

That Council hereby accepts the 2019 Capital and Unusual Spending report.

### **Background:**

Attached for your information, please find the summary expenses for Capital and Unusual spending by project to the end of December 2019. Actual outcomes are compared to the Capital and Unusual Spending budget for 2019. Budget amendments have also been recorded in the report. The funding of the budget overages have been explained in the report as well.

### **Budget:**

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

### **Risk Analysis:**

The risk is positive in that the Capital and Unusual Spending budgets are being monitored and that overages are covered in a fiscally responsible manner.

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

For information only.

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

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



February 28, 2020

## City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Deputy Treasurer

Re: 2020 Tax Ratios and Rates

### **Recommendation:**

That Council hereby adopts Revenue Neutral Tax Ratios for 2020 to mitigate reassessment impacts between property classes; and

That Council hereby provides three readings to the following By-laws:

A By-law to set tax ratios and to set tax rate reductions for prescribed property classes and subclasses for municipal purposes for the year 2020; and

A By-law to adopt the estimates for all sums required for the year, to establish rates to be levied for same and to provide for penalty and interest in default of payment thereof for 2020; and further

That in accordance with Notice By-law #144-2007, public notice is hereby given of Council's intention to set tax ratios and tax rates for 2020 at its March 17, 2020 meeting.

### **Background:**

#### **Revenue Neutral Tax Ratios**

In any given year, the City has a number of tax policy decisions available. Revenue Neutral tax ratios allow the City of Kenora to retain the same distribution of taxes between property classes that existed in the prior year. The year 2020 marks the fourth year of the mandated reassessment of current value assessment based on the Jan. 1, 2016 property values. The four-year phase in program ends in 2020. Typically, when a reassessment or phase in of reassessment occurs, it may (and generally does) cause shifting in the tax burden between property classes. In order to address this issue, the Province has introduced legislation that enables municipalities to restate their tax ratios to maintain the same tax burden by property class. The restatement results in what the Province refers to as "revenue neutral tax ratios". This year's reassessment is no exception; the trend in Kenora has been a shifting in tax burden to the residential class.

Council has selected to make use of this tax tool in 2020. This has caused the commercial and industrial broad classes to exceed the Provincial range of fairness and therefore this class became subject to levy restrictions and 50% of the change in tax rate was adopted for these classes.

### **50% Flow-Through for Levy Restricted Classes**

Another option the City has available is to pass on 50% of any tax increase to the levy restricted classes.

In 2020, both the commercial and industrial classes are subject to levy restrictions due to the implementation of revenue neutral tax ratios. It is recommended that 50% of the tax increase be passed on to these classes.

### **Vacant Excess Land Subclasses**

In 2020, the tax reductions for vacant land, units, and excess land have been reduced to 5% for the commercial, and industrial property classes.

### **Sources of Financing:**

There is no cost related to passing these by-laws. These are the by-laws that enable the municipality to levy municipal property taxes within the City for 2020.

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

Notice will be provided in accordance with the notice provisions of the City's notice by-law.

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

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

### **ERM Assessment:**

While the impact of a tax ratio and rate related risk has potential to be significant, likelihood is low, making it a moderate but necessary risk to be retained and monitored. This is a positive risk and should be pursued.

**CITY OF KENORA  
TAX RATES  
2020**

	2020 Municipal	2019 Municipal	% change
<b>Residential</b>	0.01184247	0.01211057	-2.21%
<b>New Multi-Residential</b>	0.01302672	0.01332163	-2.21%
<b>Multi-Residential</b>	0.01837066	0.01872498	-1.89%
<b>Commercial</b>			
Occupied	0.02528132	0.02560421	-1.26%
Vacant	0.02401725	0.02176358	10.36%
<b>New Construction</b>	0.02528132	0.02560421	-1.26%
<b>Office Building</b>			
Occupied	0.03055109	0.03094129	-1.26%
Vacant	0.02902353	0.02630010	10.36%
<b>Shopping Centre</b>			
Occupied	0.03591822	0.03637698	-1.26%
Vacant	0.03412230	0.03092044	10.36%
<b>Parking Lot / Vacant Land</b>	0.02078148	0.02104691	-1.26%
<b>Industrial</b>			
Occupied	0.02471063	0.02579262	-4.19%
Vacant	0.02347509	0.02192373	7.08%
<b>Large Industrial</b>			
Occupied	0.03214169	0.03354908	-4.20%
Vacant	0.03053462	0.02851671	7.08%
<b>Landfill</b>	0.01302672	0.01332163	-2.21%
<b>Pipeline</b>	0.01832198	0.01847035	-0.80%
<b>Farmlands</b>	0.00296062	0.00302765	-2.21%
<b>Managed Forest</b>	0.00296062	0.00302765	-2.21%
<b>Electrical Corridors - Ontario Hydro</b>	122.15	122.15	0.00%
<b>Railway Right of Ways - CPR</b>	110.00	110.00	0.00%

February 25, 2020



## City Council Committee Report

**TO: Mayor and Council**

**FR: Charlotte Edie, Manager of Finance/Treasurer**

**RE: Prudent Investor Regime via ONE Joint Investment Board**

### **Recommendation:**

That Council enact a By-law to be known as the Authorizing By-law to authorize as a founding municipality, the entering into of the Initial Formation Agreement pursuant to which a joint investment board will be established and through which all of the founding municipalities will invest, the completion of a Municipal Client Questionnaire, the adoption of an Investment Policy Statement and the entering into of a Joint Investment Board Agreement (ONE JIB Agreement).

### **Overview**

This report highlights:

- The steps to opt into the prudent investor (PI) regime via ONE Joint Investment Board (ONE JIB)
- The Initial Formation Agreement which is required to be entered into by all of the founding municipalities to establish ONE JIB
- The ONE JIB Agreement which is the agreement pursuant to which each municipality gives control and management of its money and investments that are not required immediately to ONE JIB

### **Background Information:**

Investing under the *Municipal Act, 2001* (Act) and O. Reg. 438/97 (Regulation) contemplates two different investment regimes. One investment regime authorizes investment in a prescribed list of securities which is more commonly referred to as the Legal List (LL) regime and the other is the recently added PI regime. The LL regime includes many restrictions and conditions that limit or restrict municipal investing. The new PI regime removes restrictions on municipal investments but also includes a new governance model. To opt into the new PI regime, a municipality must delegate its investing powers, including control and management of its money and investments not required immediately, to a municipal service board, referred to as an Investment Board (IB) or to a joint municipal service board, referred to as a Joint Investment Board (JIB). As per the Regulation, no City of Kenora Council or staff can be a member of an IB or a JIB, with the exception of the treasurer. The Regulation provides that treasurers must not make up more than 25% of the members of the IB or JIB. The City of Toronto is the only municipality that has established an IB and adopted the PI regime to date.



On September 17, 2019, Council instructed staff to study and report back on the possible benefits of the new PI regime, Prudent Investor Standard for Municipal Investments: Options Analysis Report.

Council reviewed and approved the new required IPS pursuant to a separate report on February 18, 2020, which will be formally adopted through the recommended Authorizing By-law.

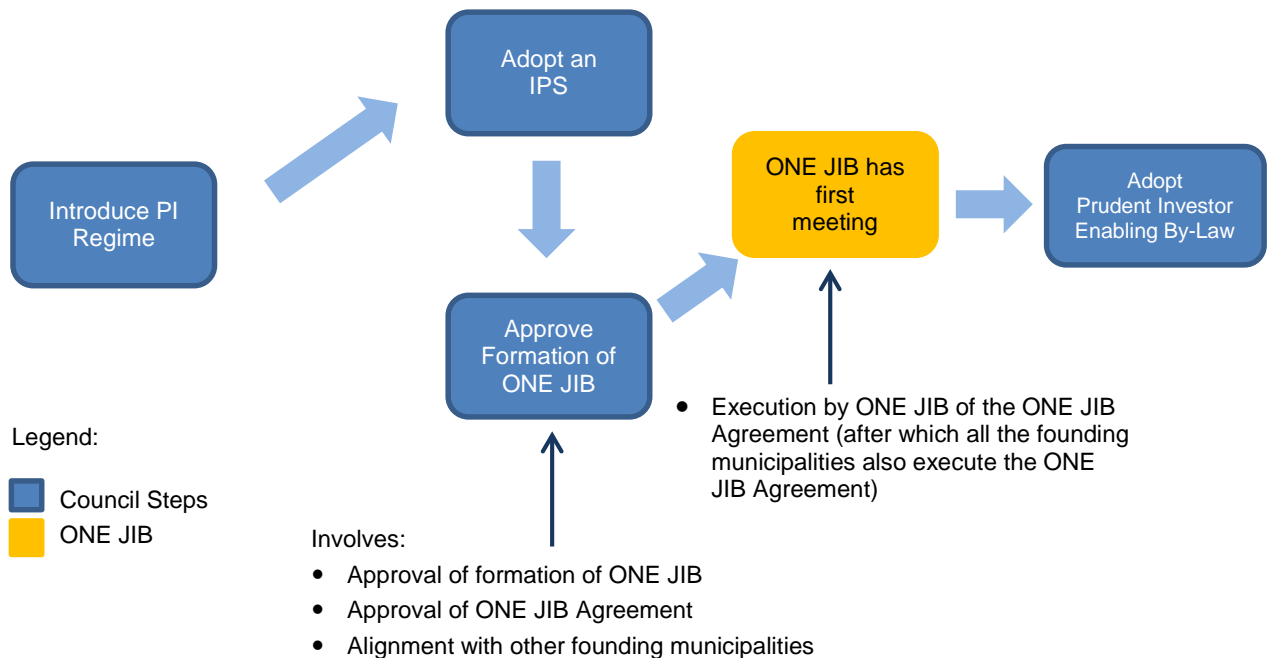
Figure 1 (below) – Overview of PI Process – outlines the steps in implementing the PI regime under the Regulation. The formation of ONE JIB involves a three step Council approval process outlined below:

- Adoption of an Investment Policy Statement (IPS) which outlines the manner in which the City of Kenora will invest under the PI regime and which is based on the completed Municipal Client Questionnaire. The IPS is described in a separate report.
- Execution of the Initial Formation Agreement which establishes ONE JIB.
- Execution of the ONE JIB Agreement which establishes the relationship between the City of Kenora, ONE JIB and ONE Investment.

These steps must be undertaken by each of the founding municipalities if they wish to pursue the PI regime, which begins with establishing ONE JIB. Once the Authorizing By-law is passed by all of the founding municipalities ONE JIB will hold its inaugural meeting. After ONE JIB has met and executed the ONE JIB Agreement, the founding municipalities can also all enter into the ONE JIB Agreement following which the founding municipalities can pass a by-law (Prudent Investor Enabling By-law) officially opting into the PI regime as at the Prudent Effective Date set out therein.

The Prudent Investor Enabling By-law which Council will pass is the last step to adopting the PI regime and can be viewed as a housekeeping matter. After the Prudent Effective Date which is set out in the Prudent Investor Enabling By-law, the City of Kenora can start transferring its money and investments that are not required immediately to ONE JIB for investing in accordance with the PI regime.

**Figure 1 - Overview of Prudent Investor Process**



## Analysis

### Initial Formation Agreement

The Initial Formation Agreement (Attachment 1) establishes ONE JIB through the combined actions of the founding municipalities, authorizes investment through ONE JIB of the money and investments that the founding municipalities do not require immediately and provides for those matters necessary or desirable to facilitate the establishment and operation of ONE JIB. Under the Regulation, the founding municipalities must have a combined total of at least \$100 million in money and investments not required immediately to create ONE JIB.

### Founding Municipalities

Appendix 1 (Founding Municipalities) lists the municipalities going forward to their respective Councils to establish ONE JIB and opt into the PI regime through ONE JIB. Each treasurer will confirm as at the date that ONE JIB is established that its money and investments that are not required immediately when combined with the money and investments that are not required immediately by the other founding municipalities is at least \$100 million. As part of signing the Initial Formation Agreement, the treasurer must certify the amount of the City of Kenora's money and investments that are not required immediately. As outlined in the IPS, the City of

Kenora has identified \$43 million as its money and investments that are not required immediately.

## **ONE JIB Agreement**

The ONE JIB Agreement (Attachment 2) sets out the basis on which the founding municipalities investing through ONE JIB will be able to do so. The ONE JIB Agreement establishes the relationship between ONE JIB, the founding municipalities, and ONE Investment. In the future, other municipalities may decide to adopt the PI regime by investing through ONE JIB and, if they do, each will be required to have its Council authorize the execution of the ONE JIB Agreement. From a high-level perspective, the ONE JIB Agreement provides the detailed framework related to the transfer of control and management of money and investments that are not required immediately to ONE JIB. The ONE JIB Agreement's highlights are outlined below for the following major areas:

- Appointment, composition and governance of ONE JIB
- Roles and responsibilities of the City of Kenora
- Roles and responsibilities of ONE JIB
- Reporting Requirements
- Fees
- Withdrawal from ONE JIB

### **Appointment, composition and governance of ONE JIB**

ONE JIB is comprised of 7-10 members whose mix of qualifications ideally include expertise in investment and risk management, finance, accounting, law and corporate governance. The Regulation excludes all officers, employees or members of Council from serving on an IB or a JIB except municipal treasurers. Treasurers can comprise up to 25% of the members of ONE JIB. With the anticipated composition of ONE JIB, two treasurers from the founding municipalities will be appointed as members of ONE JIB. The founding municipalities will appoint the initial members of ONE JIB and a Nominating Committee will be created to fill future vacancies.

ONE JIB is a municipal service board and is a "local board" as defined in the Act. ONE JIB is therefore subject to the requirements imposed on municipal service boards and local boards by the Act. The ONE JIB Agreement outlines ONE JIB's obligations related to:

- Conflicts of Interest
- Confidentially
- Dealing with media
- Closed meetings
- *Municipal Freedom of Information and Protection of Privacy Act*

Detailed procedural and operational issues are outlined in Schedule C of the ONE JIB Agreement – Terms of Reference for ONE JIB. The ONE JIB Agreement is attached as Attachment 2.

## **Roles and responsibilities of the City of Kenora**

While control and management of money and investments that are not required immediately are transferred to ONE JIB, the framework under which ONE JIB must operate is maintained through the IPS. The IPS is the responsibility of the City of Kenora. The IPS sets out the objectives for returns and risk tolerance, the need for liquidity and various other requirements. Additionally, the City of Kenora is required to notify ONE JIB of any changes to the IPS as well as of any contributions and withdrawals that the City of Kenora requires.

## **Roles and responsibilities of ONE JIB**

ONE JIB is primarily comprised of investment professionals with diversified and complementary areas of expertise. Their varied backgrounds, combined with the expertise of a retired treasurer from the Region of York, provide strong investment experience. Attachment 3 (ONE JIB Members) provides an overview of their investment experience.

ONE JIB is responsible for:

- reviewing the approved IPS
- adopting and maintaining the Investment Plan in compliance with the IPS
- engaging agents such as custodians, administrators, portfolio managers, etc., and monitoring their performance
- reporting to participating municipalities as required under the Act and Regulation.

## **Reporting Requirements**

The ONE JIB Agreement aligns with the reporting requirements as outlined in the Regulation. ONE JIB is required to prepare investment and compliance reports for each participating municipality, at least annually. These reports will include a statement about performance of the managed assets, the period covered and any other information that Council may require. Compliance reports will provide information to enable the treasurer to state whether the investments are consistent with the IPS and the Investment Plan.

In addition to the required reporting to participating municipalities, ONE JIB will oversee the preparation of reports to the Ontario Securities Commission or other applicable securities regulatory authorities.

## **Fees**

Ongoing support for ONE JIB will be provided by ONE Investment staff, contractors, or agents. To date, the up-front set-up costs of the PI regime (one-time costs) have been incurred by ONE Investment. Ongoing operating costs of ONE JIB will be recovered through ONE Investment's fees. Through the addition of other municipalities as parties to the ONE JIB Agreement, from time to time, these costs will be spread over a larger group of municipalities and the increased amount of

assets under management given to ONE JIB by these other additional municipalities are expected to reduce ONE Investment's fees.

The fees are outlined in Schedule D of Attachment 2. While these fees cover the costs of ONE JIB and the administration cost of ONE Investment staff, the largest portion relates to portfolio management and custodial fees.

As a founding municipality, the City of Kenora will be eligible for a rebate of fees in the amount of 2 basis points.

### **Withdrawal from ONE JIB**

Founding municipalities can withdraw from ONE JIB at any time with one exception. Founding municipalities will not be able to withdraw from ONE JIB if the combined total of the money and investments under the management of ONE JIB from the other founding municipalities is less than \$100 million. While this approach does present a risk, there are several mitigating factors.

ONE Investment staff have organized eight municipalities that are concurrently seeking Council approval to move forward as founding municipalities. By increasing the number of founding municipalities, the likelihood of the combined total of the money and investments of the remaining founding municipalities falling below \$100 million is greatly reduced. Also, ONE JIB is the only existing JIB structure. Outside of establishing its own IB (if eligible to do so) there are currently no options for a founding municipality to move its investments to another IB or JIB, a legislative requirement of withdrawing from ONE JIB. The costs of establishing a JIB are estimated to be in excess of \$2 million, so it is unlikely that another competing JIB will be available in the near future. Moreover, municipalities that are eligible to establish their own IB face a high fixed cost structure, making it an unlikely possibility. Staff believes that these mitigating factors and the benefits of the PI regime outweigh this risk.

### **Conclusion**

The PI regime presents the opportunity for the City of Kenora to improve risk-adjusted investment returns which can help to reduce future tax rate increases. The Regulation requires that control and management of money and investments not required immediately be transferred to an IB or JIB. ONE Investment has facilitated the establishment of ONE JIB which provides a cost-effective approach to the PI regime. As a founding municipality of ONE JIB, the City of Kenora will benefit from reduced investment fees, potential for direct participation as a member of ONE JIB, and a greater level of influence over ONE JIB decisions, such as new PI product offerings, and governance decisions, such as the selection of future ONE JIB members. To become a founding municipality, the City of Kenora must enter into two agreements – the Initial Formation Agreement and the ONE JIB Agreement. Staff recommends Council enter these two agreements and formally adopt the IPS by enacting the Authorizing By-law.

## Appendix 1 – Founding Municipalities

<b>Municipality</b>	<b>Money and Investments Not Required Immediately (Millions)</b>
Municipality of Clarington	60
Town of Innisfil	15
City of Kenora	43
District of Muskoka	<100
Town of Whitby	100
Town of Bracebridge	4
Town of Huntsville	<15
Essex County	<85
<b>Total</b>	<b>422</b>



February 29, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Heather Pihulak, Manager of Administration/City Clerk**

**Re: Kenora Airport Authority Request for Funding**

### **Recommendation:**

That Council hereby approves an allocation of \$8,000 to be funded through the Contingency Reserves to subsidize the cost of a NavCanada survey designing the RNAV instrument approaches, with vertical guidance to both ends of the runway at the Kenora Airport; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2020 Operating & Capital Budget at its March 17, 2020 meeting to withdraw funds from Contingency Reserves in the amount \$8,000 to offset the cost sharing of this purchase; and further

That Council give three readings to a by-law to amend the 2020 budget for this purpose.

### **Background:**

A request was received in late 2019 from the Kenora Airport Authority for the completion of a NavCanada survey designing the RNAV instrument approaches, with vertical guidance (LNAV/VNAV and LPV), to both ends of runway 08-26 at Kenora Airport. In order to achieve this, NavCanada requires an updated accurate obstacle survey for the approaches.

By introducing LPV (Local Precision with Vertical guidance) landing minima to the existing RNAV (GNSS) approach procedures, we will provide the ability for our regular tenants – Mag Aerospace, Ornge's vital medical transport, Bearskin Airlines scheduled service as well as private charter and personal aircraft to land at our airport when lower weather limits prevail. This will assist with our efforts to attract an additional airline & associated scheduled service. These procedures enable greater accuracy for lateral as well as vertical guidance, providing increased levels of safety. The lowest limit of our current LNAV (Lateral Navigation) procedures can only guide aircraft down to 396 feet above the threshold of the runway. The addition of the LPV procedure will enable aircraft to continue down to as low as 250 feet above the threshold elevation. This will not only increase the level of access & consistency in scheduled flights and private jets, but it will improve the probability of landing successfully in adverse weather conditions rather than having to divert to an alternate airport or simply cancelling altogether.

The cost to have this survey completed is \$16,000 and the KAA is requesting a contribution from the city of Kenora in the amount of \$8,000 (50%) to assist with the completion of this unique new development. Once completed, this will enhance the accessibility of our airport, boosting current airport services including vital medical transfers, private/charter and commercial flights and ultimately anticipating that it will

support the KAA efforts in attracting another airline; positively impacting the future economic growth of the city.

**Budget:** One time support of \$8,000 from contingency reserves

**Risk Analysis:** There is a low risk associated with this report as it is a funding request for the study only. The City does not own or operate the airport and therefore the risk analysis directly to the City is low.

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

**Strategic Plan or other Guiding Document:**

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

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

1-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification

1-9 The City will promote Kenora as a 365-day lifestyle destination

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

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



Tuesday, November 26, 2019

His Worship Mayor Daniel Reynard  
City Hall - 1 Main St South,  
Kenora, ON P9N 3X2

Dear Mayor Daniel Reynard & Kenora City Council,

The Kenora Airport Authority is currently in the process of completing a NavCanada survey designing the RNAV instrument approaches, with vertical guidance (LNAV/VNAV and LPV), to both ends of runway 08-26 at Kenora Airport. In order to achieve this, NavCanada requires an updated accurate obstacle survey for the approaches. The cost to have this survey completed is \$16,000. By introducing LPV (Local Precision with Vertical guidance) landing minima to the existing RNAV (GNSS) approach procedures, we will provide the ability for our regular tenants – Mag Aerospace, Ornge’s vital medical transport, Bearskin Airlines scheduled service as well as private charter and personal aircraft to land at our airport when lower weather limits prevail. This will assist with our efforts to attract an additional airline & associated scheduled service. These procedures enable greater accuracy for lateral as well as vertical guidance, providing increased levels of safety. The lowest limit of our current LNAV (Lateral Navigation) procedures can only guide aircraft down to 396 feet above the threshold of the runway. The addition of the LPV procedure will enable aircraft to continue down to as low as 250 feet above the threshold elevation. This will not only increase the level of access & consistency in scheduled flights and private jets, but it will improve the probability of landing successfully in adverse weather conditions rather than having to divert to an alternate airport or simply cancelling altogether.

The KAA is requesting a contribution from the city of Kenora in the amount of \$8,000 (50%) to assist with the completion of this unique new development. Once completed, this will enhance the accessibility of our airport, boosting current airport services including vital medical transfers, private/charter and commercial flights and ultimately we are hoping that it will support our efforts in attracting another airline; positively impacting the future economic growth of the city.

We appreciate your consideration,



Ryan Reynard, Chairman of KAA

Cell (807) 466-3637



March 3, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Charlotte Edie, Manager of Finance/Treasurer**

**Re: Mount Evergreen Ski Club Application to the Community Foundation**

### **Recommendation:**

That Council hereby supports Mount Evergreen Ski Club's request to name the City of Kenora as a sponsor in their application for funds through the Kenora & Lake of the Woods Regional Community Foundation for the purchase of new rental equipment for approximately \$15,000.

### **Background:**

Under prevailing income tax legislation the Kenora & Lake of the Woods Regional Community Foundation (aka Community Foundation) is restricted to providing grants to organizations that have charitable status. As a result, the Ski Club must have a sponsor to apply for grants through the Community Foundation since they do not have charitable status.

The City has provided sponsorship to many such organizations in the past including the Kenora Tennis Club and the Kenora Pickleball Club.

The new purchase along with the existing equipment would allow the Ski Club to service large school groups that are taking advantage of the ski and snowboard programs.

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

**Risk Analysis:** The risk associated with this report is a positive risk and it is low. The funding obtained by the Ski Club will be used to purchase new rental equipment.

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

Mount Evergreen Ski Club.



March 3, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Charlotte Edie, Manager of Finance/Treasurer**

**Re: Sponsorship of the Keewatin Curling Club Application to the  
Community Foundation**

### **Recommendation:**

That the Council hereby supports the Keewatin Curling Club's request to name the City of Kenora as a sponsor in their application for funds through the Kenora & Lake of the Woods Regional Community Foundation for the purchase of a new commercial dishwasher for approximately \$5,000.

### **Background:**

Under prevailing income tax legislation the Kenora & Lake of the Woods Regional Community Foundation (aka Community Foundation) is restricted to providing grants to organizations that have charitable status. As a result, the Curling Club must have a sponsor to apply for grants through the Community Foundation since they do not have charitable status.

The City has provided sponsorship to many such organizations in the past including the Kenora Tennis Club and the Kenora Pickleball Club.

The dishwasher purchase will eliminate one time use plates and cutlery as well as assist in the hosting of events at the Club.

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

**Risk Analysis:** The risk associated with this report is a positive risk and it is low. The funding obtained by the Curling Club will be used to purchase new commercial dishwasher.

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

Keewatin Curling Club.



March 3, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Charlotte Edie, Manager of Finance/Treasurer**

**Re: Community Foundation Sponsorship – 2020 Kenora Science Festival**

### **Recommendation:**

That Council of the City of Kenora hereby supports the Kenora Science Festival Committee's request to name the City of Kenora as a sponsor in their application for funds through the Kenora & Lake of the Woods Regional Community Foundation for support of the 2020 Kenora Science Festival.

### **Background:**

Under prevailing income tax legislation the Kenora & Lake of the Woods Regional Community Foundation (aka Community Foundation) is restricted to providing grants to organizations that have charitable status. As a result The Kenora Science Festival Committee must have a sponsor to apply for grants through the Community Foundation since the committee does not have charitable status.

Tourism Kenora in partnership with Science North are taking on lead roles in hosting a Science Festival in Kenora from June 15<sup>th</sup> to 20<sup>th</sup>. The festival will consist of a variety of events at multiple locations including the Discovery Centre, Farmers Market, Bob's Burger, LOW Brew Co, Seven Gens, local schools and will culminate with a Science Carnival at the Whitecap Pavilion or Kenora Rec Centre.

Other members of the Kenora Science Festival committee are representatives from Treaty #3, local school boards, local businesses (ie. LOW Brew Co), Experimental Lakes and Confederation College.

The request will be for \$7,000 to support events and activities for the 2020 Kenora Science Festival from June 15<sup>th</sup> to 20<sup>th</sup>, 2020.

### **Budget:**

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

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

Morgan Seller: Special Events Coordinator, is to be informed of Council's decision.

**Risk Analysis:** There is no risk involved with this request.

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

1-9 The City will promote Kenora as a 365-day lifestyle destination.  
2-4 - The City will act as the catalyst for continuous improvements to the public realm



March 5, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Charlotte Edie, Manager of Finance/Treasurer**

**Re: Sponsorship of Coney Island Music Festival**

### **Recommendation:**

That Council hereby supports the Coney Island Music Festival's request to name the City of Kenora as a sponsor in their application for funds through the Kenora & Lake of the Woods Regional Community Foundation for support of the 2020 festival.

### **Background:**

Under prevailing income tax legislation the Kenora & Lake of the Woods Regional Community Foundation (aka Community Foundation) is restricted to providing grants to organizations that have charitable status. As a result The Coney Island Music Festival must have a sponsor to apply for grants through the Community Foundation since the Festival does not have charitable status.

The City has provided sponsorship to many such organizations in the past.

Ferg Devins, Co-Chair of the Coney Island Music Festival provided the following synopsis of the application to the Community Foundation:

The request will be for \$5,000 to provide support for overall expenses for the 2020 12<sup>th</sup> Maybe Annual Coney Island Music Festival.

### **Budget:**

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

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

Ferg Devins, The Coney Island Music Festival, is to be informed of Council's decision.

### **Risk Analysis:**

There is no risk involved with this request.

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

- 1- The City will promote Kenora as a 365-day lifestyle destination.
- 2-4 The City will act as the catalyst for continuous improvements to the public realm



February 29, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Heather Pihulak, Manager of Administration/City Clerk  
Charlotte Edie, Manager of Finance/Treasurer**

**Re: Community Foundation Funding Applications**

### **Recommendation:**

That Council hereby authorizes the Treasurer and/or City Clerk to grant approval on Council's behalf to an applicant for the Lake of the Woods and Regional Community Foundation funding to use the City as the Charitable Organization on their application; and further

That the only applicants that the Treasurer and/or Clerk may approve are groups based on the City's established criteria being a group that is an arms length of the City and serves the greater need of the overall community; and further

That any request from a group that is deemed outside of this criteria would require approval from Council prior to the application approval being granted.

### **Background:**

The Lake of the Woods and Regional Community Foundation continue to refer service groups to the City requesting the City to act as the Charitable Organization that can apply on their behalf for funding to their community funds. This group application process takes place two times per year and typically the groups wait to approach the City to ask permission for use of our charitable status to the last minute. City staff are then left with last minute report preparation to meet Council report deadlines or the deadlines have passed and we are required to introduce as new items at the next Council meeting.

The Treasurer and the Clerk are the primary staff who handle the applications and processing the cheques. While the City remains committed to all our community volunteers, these granting processes are onerous on City staff and therefore we must maintain a criteria for the volume of requests we continue to receive.

The City has established a criteria over the years when receiving applications and making recommendations to Council for support. Staff recommend that we maintain that criteria when assessing requests, this report will simply eliminate the need to bring a staff report to Council each time the groups that meet the criteria make a request.

**Budget:** N/A

**Risk Analysis:** There is a low risk associated with this report as the funds are received by the City from the Community Foundation prior to release of the funds to the applicants.

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

**Strategic Plan or other Guiding Document:** Administrative only



February 29, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Heather Pihulak, Manager of Administration/City Clerk**

**Re: Kenora Municipal Non Profit Housing Board Transfer Agreement**

**Recommendation:**

That Council hereby authorizes the execution of an agreement of purchase and sale between the Kenora Municipal Non Profit Housing Corporation and the Kenora District Services Board; and further

That Council hereby receives the communication strategy from the KDSB in regards to this transfer; and further

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

**Background:**

In January 2020, Council, acting as the Kenora Municipal Non Profit Housing Board, directed administration to proceed with the transfer of all assets and liabilities of the Kenora Municipal Non Profit Housing Corporation to the Kenora District Services Board.

City Administration has actively worked with the KDSB as well as solicitor on this transfer agreement along with an engagement strategy to establish timelines and details of this transfer. The agreement is now ready for execution.

**Budget:** The potential savings identified early in this review were in the half million dollar range.

**Risk Analysis:** This transfer agreement details the transfer of all assets and liabilities of the KMNPHC. The initial assessment of a medium risk associated with this transfer has been reduced to a low risk as the details of the transfer have been outlined in the agreement.

**Communication Plan/Notice By-law Requirements:** A full communication plan has been developed by the KDSB and working in partnership with the City to communicate the change to the stakeholders. Bylaw required for transfer agreement execution.

**Strategic Plan or other Guiding Document:**

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





February 29, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Heather Pihulak, Manager of Administration/City Clerk**

**Re: Kenora Chiefs Advisory Request**

**Recommendation:**

That Council hereby directs administration to prepare a letter of support under Mayor Reynard's letterhead on behalf of the City of Kenora in support of the Kenora Chief's Advisory application to the Ministry of Long Term Care for a culturally appropriate long-term care facility for the the Kenora area.

**Background:**

The City is in receipt of a request from the Kenora Chiefs Advisory that was sent to the members of the All Nations Health Partners. The letter brings to our attention that Kenora Chiefs Advisory is requesting the Ministry of Long-Term Care to grant their application for the construction and operation of a new culturally appropriate Long-Term Care Home for First Nations elders and the general senior community population in the Kenora area. The Kenora Chiefs Advisory is requesting our support by way of letter for their application.

Daphne Armstrong will be making a deputation to Council on this request at the Committee of the Whole meeting, March 10, 2020 which will provide further detail.

**Budget:** N/A

**Risk Analysis:** There is a low risk associated with this report as it is support in principal for another organization and does not legally bind the corporation to any funding or interest in the development.

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

**Strategic Plan or other Guiding Document:**

3-13 The City will continue to build and strengthen our working relations with other neighbouring municipalities and our Treaty 3 First Nations partners.



# OGIMAAWABIITONG

February 24, 2020

Dear All Nations Health Partners,

I am writing to you today to share with you that Kenora Chiefs Advisory is requesting the Ministry of Long-Term Care to grant our application for the construction and operation of a new culturally appropriate Long-Term Care Home for First Nations elders and the general senior community population in the Kenora area.

We are also asking that you consider supporting our application by way of a letter of support, which we would like to include in our submission to the Ministry in early March.

## Who are we?

Kenora Chiefs Advisory intends on becoming a Long-Term Care Home operator through the acquisition of an existing Home, to be renamed Wiigwas Elder and Senior Care. However, this Home must be rebuilt to meet modern standards and we believe that there is significant additional demand and need within the area, including remote First Nations communities. It is our intention to create a new entity as a non-profit corporation to operate a new 160-bed Home, most likely in Rat Portage.

Our goal is to deliver culturally appropriate services to our whole community including social, language, spiritual, physical, food and wellness services to the entire community with special expertise in First Nations cultures. To that end as the lead for this development Kenora Chiefs Advisory has established itself as the primary agency advocating for establishment of health and social programs delivered in a culturally appropriate and unbiased environment.

We understand the economic, social, physical and emotional challenges that are faced by those in our communities stretched across vast distances, who need care and support in their senior years, and those who seek family integration into their holistic wellness journey. While we seek this opportunity to meet the needs of the frailest in our population our desire is to ensure that

community programs are strong and adapt to keep pace with needs and to ensure elders and seniors are not prematurely placed in a Long-Term Care Home.

### Why build this Long-Term Care Home?

There is a documented need for the current 96 beds to remain in operation and for a specific focus for additional long-term care spaces to give First Nations elders the opportunity to live among culturally like-minded people. Studies reveal language and cultural barriers to living in regular LTC Homes. There is growing need to bolster long-term care and dementia care for patients in their culturally familiar environment and where possible in their mother tongue. It's critical for patients' health, safety and quality of life – especially since many with dementia revert to their first language when their mental abilities decline. Focus group data shows living among culturally like-minded people reduces loneliness and dependency on family who are already burdened with many other responsibilities. Whether linguistic, cultural and ethical norms, social choices or multiple nutrition requirements, we wish to create an environment which masters the unique cultural interpretation and design of long-term care services.

Our concept is to develop services that first promote healthy aging, encourage an active lifestyle and ensure that the privacy and dignity of all our participants remain intact. Our programs will provide patient-centred care to frail and/or cognitively impaired individuals in a safe and encouraging environment. Our services will be planned to be inclusive and we openly welcome individuals of all faiths, genders, ethnicities and sexual orientations. Our diverse and highly trained staff members will speak a variety of languages.

Additionally, we believe that as part of the effort to “end hallway healthcare” there are specific care-focused opportunities for the new Long-Term Care Home. We propose to specialize in care for the high incidence of diabetes and co-morbid conditions such as hypertension, and kidney damage, as well as those with amputations, and morbid obesity. Additionally we will seek the opportunity to open a discussion about a unit of the long-term care home that could specialize in the care of those traumatized by residential school experience, with a significant focus on mental healthcare and the skill to effectively manage responsive behaviours that may at times be dangerous to self and to others. It is noted that the immediate catchment area has the largest concentration of former residential school survivors in Canada.

### How can you help?

We are asking you to write a letter of support to provide to us no later than February 27, 2020. This letter will be included in our submission to Ontario.

By way of assistance to you I offer the following text that you may find useful:

Dear Minister and Long-Term Care Renewals Branch

As a service provider in northwest Ontario I am aware of the need for culturally appropriate Long-Term Care for the First Nations population. I wish to offer my support for the establishment of a culturally designated Home and ask you to favourably consider the proposal from Kenora Chiefs Advisory for the award of a new 160-bed Home to be constructed near Kenora.

The growing population of Indigenous elderly persons cannot easily integrate and receive highest quality of services when language, food and culture are unfamiliar. It is consistent with the commitments of your government to support the best service delivery possible, and to grant this culturally focused Home will most favourably support achievement.

Our agency would value the opportunity to partner with KCA to contribute \_\_\_\_\_ expertise, to support the Home by \_\_\_\_\_, or to advance the continuum of care to avoid premature admission by \_\_\_\_\_.

Agency

We thank you for your serious consideration of this request. I would be happy to discuss it further with you. If you wish to support us through the provision of a letter of support kindly send it to us no later than February 27, 2020 via [Laura.Loohuizen@KenoraChiefs.ca](mailto:Laura.Loohuizen@KenoraChiefs.ca).

Sincerely,

Joe Barnes  
Executive Director  
Kenora Chiefs Advisory



March 02, 2020

## City Council Committee Report

**TO: Mayor and Council**

**FR: Jeff Hawley, Operations & Infrastructure Manager  
Biman Paudel, Water & Wastewater Division Lead**

**RE: 2019 Kenora Drinking Water System Summary Report**

### **Recommendation:**

That the Council of the City of Kenora hereby receives the 2019 Kenora Drinking Water System Summary Report, for the period January 1<sup>st</sup>, 2019 to December 31<sup>st</sup>, 2019, as prepared by Biman Paudel, Water & Wastewater Division Lead.

### **Background:**

In accordance with the Safe Drinking Water Act, 2002 – O. Reg. 170/03 under Schedule 22, it is the responsibility of the Water & Wastewater Division to provide a Summary Report of the water system to the Municipal Council no later than March 31<sup>st</sup> of each year after 2003. The Kenora Water Treatment Plant and Distribution System recorded no (0) Non-Compliance issues, and one (1) Best Management Practice issue under the Safe Drinking Water Act from January 1<sup>st</sup>, 2019 to December 31<sup>st</sup>, 2019 as identified in the Ministry of the Environment, Conservation and Parks 2018 Water System Inspection. The attached Report, submitted by Biman Paudel, details the duration of the issue and corrective action taken to bring the City of Kenora's drinking water system into compliance.

Non-Compliance Issues and Action(s) required:

Not applicable.

Best Management Practice Issues and Recommendations:

1. The owner did not have a harmful algal bloom monitoring plan in place.

**Plan** – Until 2018, The Water Treatment Plant (WTP) was participating in MECP's voluntary drinking water surveillance program (DWSP) for algal toxins on its water source, the Lake of the Woods. There have been no reported issues in the past, or to date, related to harmful algal blooms. Since sampling for such monitoring is not regulated under the City's drinking water license and MECP funding stopped in 2018, the staff in 2019 only visually monitored the lake. Lab testing of the two main parameters, Geosmin and 2-MIB, causing algal toxins is quite expensive. Notwithstanding, for 2020, in addition to visual monitoring, the WTP will test samples as appropriate during the summer and fall.

**Budget:** N/A

**Risk Analysis:** As per the requirements in the City's ERM Policy, there is a moderate legal risk and senior management have been informed. The risk has been mitigated by the City maintaining an awareness and compliance with provincial reporting requirements under the Safe Drinking Water Act 2002.

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

Resolution required. Distribution: J. Hawley, B. Paudel, MECP local (Aaron Causyn)

**Strategic Plan or other Guiding Document:**

Goal #2 Strengthen Our Foundations

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

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



March 1, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Jeff Hawley, Operations and Infrastructure Manager  
Mukesh Pokharel, Environmental Services Division Lead**

**Re: Blue Box Collection in Transition**

### **Recommendation:**

Whereas the transition to full producer responsibility for packaging, paper and paper products is important to reducing waste, improving recycling and driving better economic and environmental outcomes; and

Whereas the City of Kenora is supportive of a timely, seamless and successful transition of its Blue Box program to full financial and operational responsibility by producers of packaging, paper and paper products; and

Whereas the Association of Municipalities of Ontario has requested municipal governments with Blue Box programs to provide an indication of the best date to transition our Blue Box program to full producer responsibility; and

That this decision is based on the following rationale: As we do not hold contracts with the processor of our Blue Box materials, and as the collection, handling, and shipping of our recyclables is time consuming and costly with little market stability, we feel the producers are ideally positioned to provide this service in the most cost effective manner;

Therefore be it resolved, That Council hereby approves the transition of the City of Kenora's Blue Box program to full producer responsibility for packaging, paper and paper products; and further

That the City of Kenora would like the transition to full producer responsibility to occur at the first opportunity possible, January 1, 2023.

### **Background:**

The City of Kenora currently provides a weekly service to residents by collecting blue box recycle material from the curbside. The transfer station also has a recycle depot to collect blue box recycle materials. These recyclable materials are then transported to Winnipeg on a daily basis. These services are carried out via City of Kenora personnel.

The provincial blue box diversion rates have, generally speaking, stalled. Research has shown that a Producer Responsibility Model is a useful tool in provoking change in waste diversion and creating resources that can be repurposed into new and valuable products. As such, Mr. David Lindsay was appointed, by the Ontario Government, as a special advisor to consult with all stakeholders, and provide recommendations on how to move forward with a Producer Responsibility Model.

Based on a report compiled by Mr. Lindsay, on August 15, 2019 Jeff Yurek, Minister of Environment, Conservation and Parks, officially announced that the blue box program would be transitioning to full Producer Responsibility. The following table shows the proposed timeline of the Blue Box program transition.

**Timeline for Blue Box Transition.**

Date	Description
Sept 2019 - Dec 2020	Stewardship Ontario is to develop a plan and regulations for the Blue Box Program. RPR to approve the plan by Dec 2020 as per Minister direction.
Jan 2021 - Dec 2022	Producers organize and prepare for full producer responsibility beginning 2023.
Jan 1, 2023 - Dec 31, 2025	Transition of individual municipal Blue Box programs to full Producer Responsibility to occur over 3 year phase in.

There is still uncertainty at the moment regarding how Producers will undertake this transition. They could;

- Take over all aspects of service delivery.
- Alternatively, they may negotiate an agreement whereby the municipality continues to provide the service.
- Negotiate an agreement with the municipality that would see some services provided by the producers and others provided by the municipality.

Notwithstanding, the municipality will;

- Continue to receive funding under the current format until transition occurs.
- Have the first right of refusal to enter into an agreement with the producers to continue to deliver collection, shipping and processing services.
- Be able to exit the Blue Box Program, placing full responsibility on the producers to supply the same level of service to the community at the sole expense of the producers.

On December 18, 2019, the Association of Municipalities of Ontario (AMO) circulated a request that the council pass a resolution indicating our preferred transition date.

The Resolution is non-binding and there is no guarantee the date selected will be accepted. This resolution simply allows the producers to coordinate their efforts based on synergies that may exist related to preferred start dates and the intended or requested transition expectations.

**Budget:**

**Risk Analysis:** As per the requirements in the City’s ERM Policy, there is a minor operational risk (third party performance) which is dependent on how Stewardship Ontario transitions the current Blue Box program to a full Producer Responsibility Model.

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

Resolution required.

Distribution: J. Hawley, M. Pokharel, H. Pihulak, C. Edie, AMO, MECP

**Strategic Plan or Other Guiding Document:**

Goal #3: Strengthen our Foundations

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



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.



February 25, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Jeff Hawley, Operations and Infrastructure Manager  
Biman Paudel, Water and Wastewater Division Lead**

**Re: Budget Amendment - OmniSite Radios to Mission 123 MyDro Radios**

### **Recommendation:**

That Council hereby approves an additional allocation of \$285,000 (plus applicable taxes) to be funded through the sewer and water reserve for completing an emergency replacement of existing OmniSite Radios at the City's fifty-eight different locations including the Water Treatment Plant, Wastewater Treatment Plant and Sewage Pumping Stations; and

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2020 Capital Budget at its March 17, 2020 meeting to withdraw funds from the water and sewer reserve in the amount of \$285,000 (plus applicable tax) to offset the cost of this purchase; and further

That Council give three readings to a by-law to amend the 2020 capital budget for this purpose.

### **Background:**

Replacement of existing OmniSite alarm system with Mission 123 MyDro Radios on the City's fifty-eight different water and sewer locations started in December, 2019 to meet the time line of January 19<sup>th</sup>, 2020 before OmniSite devices cease to work. An emergency expense budget amendment report went to Council in December of 2019 to amend the 2019 budget, however much of the work was completed in 2020 and therefore requires an amendment to the 2020 capital budget. The Division is therefore recommending to carry over \$285,000 (plus applicable taxes) approved in 2019 to the year 2020.

### **Budget:**

Supply and installation of Mission 123 MyDro Radios for 58 stations: \$285,000 (plus applicable taxes) to be carried over to 2020 from 2019.

### **Risk Analysis:**

There are multiple major to potentially high risks with not pursuing this recommendation, and as such, the budget was approved in December 2019. The financial impact aside, there are regulatory risks, as well as public and environmental health risks at stake if this replacement work is not done. By Council accepting this recommendation, the City can proceed with ensuring all systems are equipped with proper alarms that will allow staff to address any potential malfunctions, spills, overflows, or failures before they become extreme hazards.

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

Resolution required.

Distribution: J. Hawley, B. Paudel, C. Edie, J. Ranger WTP, WWTP

**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 9, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Jeff Hawley, Manager of Operations & Infrastructure**

**Re: Traffic Bylaw Amendment – Change Stop Sign to Yield Sign South Park Drive and Silverstone Drive**

### **Recommendation:**

That Council hereby approves an amendment to the Traffic Regulation By-law Number 180-2015, Schedule "O" – Stop Signs Intersections and Schedule "P" – Yield Intersections, to change a Stop Sign to a Yield Sign at the intersection of South Park Drive and Silverstone Drive; and further

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

### **Background:**

A request was made to replace the existing Stop Sign at South Park Drive and Silverstone Drive with a Yield Sign. It was reported that motorists regularly utilize the existing Stop Sign as a Yield Sign and that this change would be welcome in the neighbourhood. The request was circulated internally and to the OPP for comments. Based on the responses received, administration is in support of the requested change.

### **Schedule "O" – Stop Signs at Intersections**

#### **Remove:**

<b>INTERSECTION</b>	<b>FACING TRAFFIC</b>
Silverstone Dr and South Park Dr	North Bound on Silverstone Dr

### **Schedule "P" – Yield Intersections**

#### **Add:**

<b>INTERSECTION</b>	<b>FACING TRAFFIC</b>
Silverstone Dr and South Park Dr	North Bound on South Park Dr

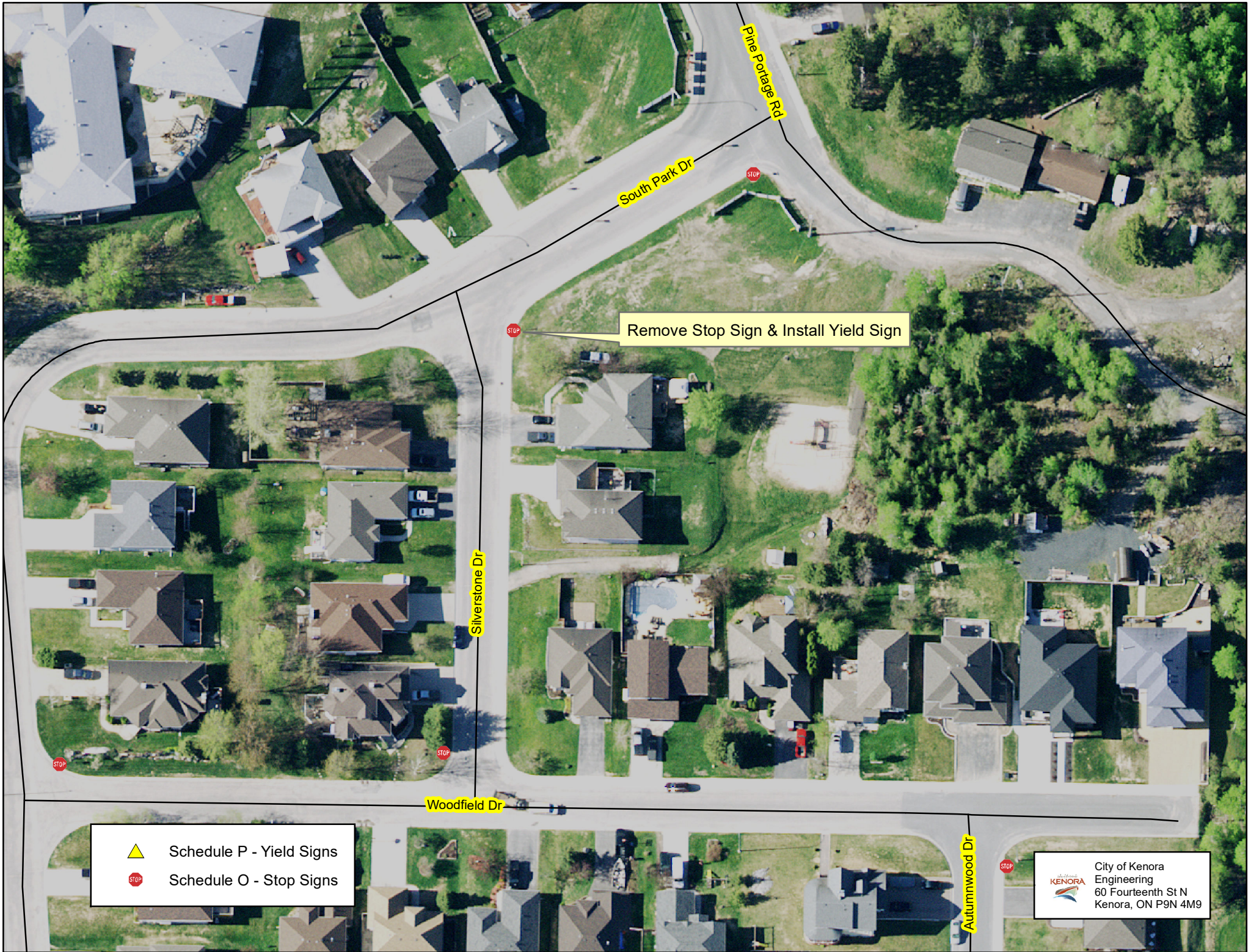
**Budget:** N/A

**Risk Analysis:** Based on the City's ERM policy, it has been determined that there is a low risk as the change will not have significant impact on current traffic flow.

**Communication Plan/Notice By-law Requirements:** Resolution and By-law required. J. Hawley, R. Wilcott, H. Lajeunesse, T. Garbacheski, 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.



Pine Portage Rd



South Park Dr


Silverstone Dr

Woodfield Dr

Autumnwood Dr

Remove Stop Sign & Install Yield Sign

-  Schedule P - Yield Signs
-  Schedule O - Stop Signs

 City of Kenora  
Engineering  
60 Fourteenth St N  
Kenora, ON P9N 4M9



February 29, 2020

## City Council Committee Report

**To: Mayor & Council**

**Fr: Lori Nelson, The Muse Director**

**Re: Capital Budget Amendment – Douglas Family Art Centre**

### **Recommendation:**

That Council hereby approves an additional allocation of \$200,000 for the Douglas Family Art Centre project to be funded through the capital project funds which have come solely from senior levels of government and private donations; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2020 Capital Budget at its March 17, 2020 meeting to withdraw funds from the Arts Centre Capital Funds in the amount of \$200,000 for this purpose; and further

That Council give three readings to a by-law to amend the 2020 capital budget for this purpose.

### **Background:**

At the September 17, 2019 Council meeting, Council approved an amendment to the Art Centre Capital Budget resulting in a total project cost of \$4,809,538. This project was not completed in 2019, so this report relates to the carry-over of funds from the Art Centre Capital Funds to 2020 for the completion of the project.

Funds from provincial and federal grants have been expended so any further expenses will be funded through the private sector funding received for this project. It is anticipated that the fundraising is sufficient to cover the remaining capital costs.

**Budget:** Remaining project expenses to be paid for through private sector fundraising funds.

**Risk Analysis:** As per the requirements in the City's ERM Policy, there is a minor financial risk as the funds are in place for the completion of the project.

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

Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes, Finance Department, and Lori Nelson, The Muse Director.

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

1.9 The City will promote Kenora as a 365-day lifestyle destination

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 support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life.



March 1, 2020

## City Council Committee Report

**To: Mayor & Council**

**Fr: Shaun Clifford, Parks and Facilities Division Lead**

**Re: Budget Amendment – Keewatin Memorial Arena Accessibility**

### **Recommendation:**

That Council hereby approves an allocation of \$ 1,800 to be funded through the Accessibility Reserves to install a hand rail on one side of the sloped entrance ramp to the Keewatin Memorial Arena as well as install one missing section of hand rail on walkway to main door; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2020 Capital Budget at its March 17, 2020 meeting to withdraw funds from the Accessibility Reserves in the amount of \$ 1,800 to offset the cost of these works; and further

That Council give three readings to a by-law to amend the 2020 capital budget for this purpose

### **Background:**

This project is to assist patrons with increased mobility needs to more easily access the premises via the existing concrete ramp which is currently without hand railings. A public complaint highlighted an issue of access during the winter season with a patron not able to use the stairs leaving the ramp as the only other access option. The issue with the ramp is there are no hand rail to assist with walking leaving a falling risk.

### **Budget:**

This would be funded through the Accessibility Reserve and does not put pressure on that reserve.

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

### **ERM Assessment:**

As per the requirement of the City's ERM Policy, staff have identified a low risk to the City, since the Accessibility Fund Reserve has adequate reserves and was set up for funding similar type projects.

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

– Accessibility Standards for Customer Service, The City of Kenora is committed to ensuring its services are provided in an accessible manner. The City recognizes the



diverse needs of all residents and strives to provide services and facilities that are accessible to all.

– Accessibility Policy Principles, The City of Kenora is committed to treating all people in a way that allows them to maintain their dignity and independence

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

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

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

February 28th, 2020



## City Council Committee Report

**To: Mayor & Council**

**Fr: Shaun Clifford, Parks and Facilities Division Lead**

**Re: On-Site Lettering of the Solid Granite Columbaria**

### **Recommendation:**

That Council hereby accepts the quote from M.C. Delandes Monuments & Memorials for on-site lettering of the Columbaria Niches in the amount of \$ 375.00 (First Inscription Fee) per niche and \$ 175.00 (2<sup>nd</sup> & Supplement Inscription) per niche for a three (3) year term - 2020, 2021 and 2022.

### **Background:**

M.C. Delandes Monuments & Memorials have been awarded the on-site lettering of the solid granite columbaria for multiple 3 year contracts (2011 to 2013, 2014 to 2016 and 2017 to 2019). The contract went to public tender for the next 3 year term and M.C. Delandes Monuments & Memorials submitted the only bid.

### **Budget:**

There is a \$25.00 increase to the primary and supplement inscription fees. The prices will be good for the 3 year term. Reserve Inscription Account – Customer pays for the inscription.

### **Risk Analysis:**

As per the requirements in the City's ERM Policy, there are service delivery and financial risks identified with the award of the tender that should be considered low. If the City does not accept the tender, the ability to deliver services could become difficult to arrange when required and financial costs could constantly increase. The financial risk in accepting this recommendation would be mitigated by an increase in user fees from the current rate of \$ 599.00 to \$ 700.00 for the 3 year term of the contract.

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

Charlotte Edie, Finance  
Heather Pihulak, City Clerk  
James Tkachyk, Parks and Facilities Division Lead  
Joeseph Kurtz , Parks Technician  
Vicky Cory, Cemeterian



March 2, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Josh Nelson, Recreation & Tourism Division Lead**

**Re: Pines/Kenora Harbourfront Services (Pine/KHS) 2020 Contract**

### **Recommendation:**

That Council gives three readings to a by-law authorizing a contract between the Pines/Kenora Harbourfront Services (Pines/KHS) and the City of Kenora for provision of services at the Harbourfront and related areas for the period January 1, 2020 through December 31, 2020; and further

That by-law Number 154-2018 be hereby repealed.

### **Background:**

Since 2006, KAR has provided services to the City of Kenora to implement social type programming related to addressing behavioural issues within the City, and particularly on the Harbourfront. This included the provision of assistance to the Tourism staff and the Lake of the Woods Development Commission (LOWDC) with respect to special events, including the renowned Matiwski's (farmers') Market.

Over this period, there have been reviews conducted of this program with the intent of determining if changes should be made, partly driven by the LOWDC, and partly driven by the City and KAR. This review continues to include the potential identifying of another partner who would be willing to take on these programs should KAR withdraw. At that time, it was recognized that the KAR program was but one component of the issues related to addressing homelessness / behavioural issues within the City. In addition, successes had been achieved through working in tandem with the Courts to access community service hours also to the benefit the City. Following these reviews, the Council decision has been to continue on with the KAR programs under the contract with KAR.

For reasons beyond KAR's control, Harbourfront services can no longer be offered under the auspices of KAR. The group providing the services have entered into an arrangement with the Pines Community Resource Centre Ltd, starting July 1, 2018.

The group will continue to implement social type programming that includes providing assistance to the City's Tourism staff and the Lake of the Woods Development Commission with respect to special events.

The current agreement expired on December 31<sup>st</sup>, 2019. Pines has continued to operate under the 2019 agreement for the first part of 2020. Staff conversed with members of the Pines board to discuss the renewal of the Pines/KHS contract for 2020. There are no changes from the 2019 contract.

**Budget / Financial Implications:**

The Pines/KHS Service Agreement has been included in the 2020 municipal budget.

**Risk Analysis:**

There is high operational risk for council regarding this contract. If Council decides not to renew the contract the City of Kenora would have to find other means to implement the objectives outlined in contract including Harbourfront maintenance, special events/Matiowski Market set up, etc.

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

Pines/KHS will be advised of Council's decision on this matter.

**Strategic Plan or other Guiding Document:**

Strategic Plan – Kenora – Our Vision is 20/20:

- 1-1 – The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district
- 1-12 – The City will support, promote and expand the tourism industry...

**The Corporation of the City of Kenora**

**By-Law Number xx – 2020**

**A By-Law to authorize the execution of an Agreement between the Corporation of the City of Kenora and The Pines Community Resource Centre/Kenora Harbourfront Services for the Delivery of Community Social Programs**

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**Whereas** the Council of the Corporation of the City of Kenora deems it necessary and expedient to enter into an agreement between the City of Kenora and The Pines Community Resource Centre/Kenora Harbourfront Services for the delivery of Community Social Programs for the period of 1 January 2020 through 31 December 2020;

**Now therefore** the Council of the Corporation of the City of Kenora enacts as follows:

1. **That** the Mayor and Clerk of the Corporation of the City of Kenora are hereby authorized to execute an Agreement between The Corporation of the City of Kenora and The Pines Community Resource Centre/Kenora Harbourfront Services in accordance with the terms and conditions herein and affix the Seal of the Corporation thereto.
2. **That** this by-law shall come into force and be in effect for the period January 1, 2020 to December 31, 2020.
3. That by-law #154-2018 be hereby revoked effective March 17<sup>th</sup>, 2020.

**By-Law read a First and Second Time this 17th day of March,  
By-Law read a Third and Final Time this 17th day of March,**

**The Corporation of the City of Kenora:-**

.....MAYOR  
**Daniel Reynard**

.....CITY CLERK  
**Heather Pihulak**



February 28, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Adam Smith, Manager of Development Services  
Kylie Hissa, Special Projects & Research Officer**

**Re: 2019 Strategic Plan Progress Report**

### **Recommendation:**

That Council hereby accepts the 2019 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 2020.

### **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 2019 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 2019 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.

# City of Kenora

## Strategic Plan: 2015-2020

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2019 Progress Report



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# 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 fifth progress report highlighting projects and actions by City departments in fulfilling the priorities under the Strategic Plan. Similar to previous reports, the 2019 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 2019 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 2019, the City's Economic Development Officer and Northwest Business Centre (NWBC) Manager continued to co-chair the Regional Economic Development Group. This body focuses on sharing best practices and collaborating on projects that support economic growth in the Kenora District. There was also continued implementation of a "Team Kenora" approach, which is an inter-departmental approach to development. This had been adopted in 2018 to ensure opportunities are identified early and potential issues to development are addressed proactively.

The Harbourfront Business Development Plan was completed in 2019 and accepted by Council. Funding approval was received in 2018 and as a result of this initiative, the City has a Master Plan for the Harbourfront that: identifies business opportunities; examines improvements to the public realm; examines current parking inventory; and considers the lake as a natural resource.

Last year also marked the first year of allocating the 4% Municipal Accommodation Tax (MAT) by the Lake of the Woods Development Commission. The introduction of this tax increased the budget to approximately \$350,000 annually, representing a significant amount of monies that the City can now utilize, without having to tax local rate payers.

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

To foster stronger relations with the business community, the NWBC hosted a number of workshops in 2019, including the Social Enterprise Roundtable in partnership with the NORDIK Institute that welcomed over 70 attendees to Kenora. The workshop shared knowledge on existing social enterprises in the region, their contributions to resilience and sustainability, ways to support their development, communicate their value and develop a business plan. A Branding workshop and a four-week workshop series also took place on Financial Health for Business in partnership with Lake of the Woods Business Incentive Corporation (LOWBIC) and MNP. The workshop series covered topics like "Creating Cash Flow Projections", "Bookkeeping 101", "Understanding Financial Statements" and "Tax and Business Structures."

The Northwestern Ontario Innovation Centre Kenora office was launched in January 2019, which shared space with the Northwest Business Centre (NWBC). One full-time person was hired and one part-time employee. Both organizations worked closely together to provide business support services and programs that best fit the client's needs.

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. Nine events were hosted with over 250 people in attendance and 31 sponsoring organizations, which was an increase of 5 from 2018. Presentations included topics from FSET on proactive tips to safeguard small businesses, and from the local MNP office on the tax and administrative differences between sole proprietorship and incorporation. Also during Small Business Week, a Biz Crawl was hosted in partnership with the Young Professional Network (YPN) in Kenora, where the event attendees visited local businesses to hear their business stories first-hand. The week of events wrapped up with the signature Business Appreciation Reception, where all business owners were invited to celebrate their successes.

During the summer, the LOWDC partnered with the Harbourtown Biz to deliver Super Summer Sundays and the Harbourtown Holiday Trail from mid-November to December 21<sup>st</sup>. Both are campaigns that aim to

collaborate with local businesses to coordinate local shopping and dining hours on Sundays in the summer months and support local businesses ahead of the winter Holiday season.

The City, LOWBIC, NWBC, Harbourtown BIZ, Northwestern Innovation Centre, Kenora and District Chamber of Commerce, and Kenora Hospitality Alliance continued to realize the benefits from strong partnerships and representatives from all met throughout the year.

The City submitted a successful application to the Rural and Economic Development (RED) program for delivery of a downtown beautification initiative in partnership with LOWDC and the Harbourtown BIZ. The project is budgeted for the 2020.

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

In 2019, there was one round of Starter Company Plus and two Kenora businesses were awarded a \$5,000 grant to assist with their venture, creating two jobs. In the last two years, 25 grants have been awarded and nine of those grants have been granted to Kenora businesses. The program will be re-launched in 2020 once an intern is hired. The Starter Company Plus program is funded by the Ontario government and provides one-on-one business training, business plan development, mentorship and the chance to receive funds for their business up to \$5,000.

A promotional video was created for the Summer Company program, which offers start-up money to kick off a new summer business as well as advice and mentorship from local business leaders to help get the business up and running. The video featured four Summer Company alumni, which included a Kenora business owner. It was shared around the region.

For the second summer, the NWBC partnered with Head Start in Business to host a Youth Enterprise Day Camp in Kenora and an Amazing Entrepreneurial Race at Beaver Brae Secondary School to for high school students in the fall.

**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.**

The City and the LOWDC continued to promote of key sectors including tourism, mining, forestry, manufacturing, housing and health care. In 2019, the competitive advantage analysis project was completed after a funding application was submitted in 2018, following the recommendation in the Investment Readiness Assessment. The Sector Services Working Group met quarterly to discuss labour force issues and a hiring fair was hosted May 6, at Seven Generations Education Institute.

The Harbourfront Business Development Plan was completed in 2019, after the City received funding support from the Northern Ontario Heritage Fund Corporation and FedNor in 2018. The Plan identifies a balance of public amenity improvements and commercial development opportunities and includes renderings, high level cost-estimates, potential phases for implementation and considerations for amendments to the Zoning By-law and Official Plan. An open house was hosted in November 2019 for the general public and input was incorporated into the master plan for presentation to City Council.

Another recommendation from the Investment Readiness Assessment was to complete a Vacant Land Supply and Growth Analysis. This project was initiated in 2019 and will be completed by spring 2020. The project allows the City to identify and market municipally-owned properties with investment potential. Once completed, the City will have a series of action plans designed to ensure vacant lands within the municipality can be surplussed for their highest and best use.

## 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 (LOWDC) continued the 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. 2019 was also the first year that the LOWDC allocated funds from the MAT, which helped support a variety of projects in alignment with both the City's and the LOWDC's strategic plan.

Given that the LOWDC's Strategic Plan expired at the end of 2019, the City applied to NOHFC for funding to deliver a five-year economic development and tourism strategy that will provide a clear and detailed action plan for the use of MAT revenues to ensure they are utilized effectively, transparently and in alignment with the City's broader economic and tourism development objectives.

**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'.**

In 2019, the City continued to deliver on the recommendations from the Investment Readiness Implementation Plan which was completed in 2018. One of the recommendations in the assessment was to retain external support to conduct an analysis of the advantages and challenges faced by Kenora when attracting investment and development compared to other communities. The Competitive Advantage Analysis project was finished in 2019.

Another recommendation of the Investment Readiness Implementation Plan was to revise the City's site plan control process in order to streamline applications with the removal of the public meeting requirement. Council decided to continue this exclusion in 2019, following a second policy review.

The City has also continued to implement the Team Kenora multi-departmental approach to development to ensure that opportunities are identified early and potential issues are addressed proactively. City staff worked closely with residents and visitors on their development plans to ensure compliance and success.

**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 and federal governments.**

The City continues to maintain a relationship with Avalon Advanced Materials and the completion of the competitive advantage analysis project enabled the City 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.**

In 2019, the City provided comments on the Ontario government's draft forestry strategy and expressed support of any efforts to build resiliency to withstand fluctuations on wood products to the U.S. The City is supportive of the Province's priority to promote forest product innovation and diversification and looks forward to the final strategy being released in 2020.

**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 2019, the City undertook several Expressions of Interest for municipally-held properties and received funding approval from NOHFC for the delivery of a Vacant Land Supply and Growth Analysis project. As such, the City was able to expand the project scope to profile strategically important privately held/Crown lands. The project is anticipated to be completed in early 2020.

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

Communications occur with individual business during ongoing business development; however, no active communications/education programs had been put in place in 2019.



The Vacant Unit Rebates for any partial vacancies or building portions was eliminated for the 2019 tax rates, and excess land was reduced to 15% for the commercial and industrial property classes. The intent of removing the rebates is to encourage the use of vacant properties in support of vibrant and sustainable communities. Other Ontario communities have also considered changes to their Vacancy Tax Rebate and Reduction Programs or have eliminated them entirely.

**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 2019 and as part of the group, the City led the organization of a job fair at Seven Generations Institute in May. The NOWBC also continuously promotes funding/grant opportunities for business development as well as job opportunities.

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

In March of 2019, the LOWDC participated in a planning session to develop a one year work plan for 2020. Funds from the Municipal Accommodation Tax (MAT) revenue amounts were allocated to assist a number of projects and partnerships, including Mount Evergreen Ski Club for operations support and partnership contribution for four-season destination development and business plan development.

The City hosted the first Matiowski Winter Market in December 2019 at the Seven Generations Education Institute, where over 90% of the 36 vendors were from Northwestern Ontario. A marketing plan was also delivered in partnership with the Kenora Hospitality Alliance and other community partners through three major campaigns (Your Backyard, Stay & Ski and Take a Hike). The campaigns focused on attracting visitors in the shoulder seasons.

Each year, the City sponsors numerous grant applications from community organizations that require a charitable status in order to apply for funding. In 2019, sponsorships included supporting the Kenora Nordic and Biathlon (KNBC) on their application to the Kenora & Lake of the Woods Regional Community (KLWC) Foundation for the purchase of range mats. The City also supported the Kenora Rowing Club on their application to the KLWC for the purchase of 3 rocket hubs and stroke coaches.



**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.**

In early 2019, City staff became aware of a Strategic Infrastructure Program through the Northern Ontario Heritage Fund Corporation (NOHFC) and a Phase 1 proposal was submitted in March 2019 and deemed successful to enhance the mezzanine level of the Kenora SportsPlex. By May, 2019, volunteer fundraising activity continued to grow, leading to a Phase 2 submission under the same program. City staff also partnered with the Kenora SportsPlex to apply for Ontario Trillium Foundation funding under the Capital Investment Stream for the same project.

Each week, the City publishes the “What’s Happening in Kenora” schedule across various media platforms, such as Tourism Kenora, on the Stay in Kenora website, through email, etc. The document compiles a list of events, activities, and other happenings that take place in Kenora.

**1-10 The City will support Kenora’s “North America’s Premier Boating Destination” Brand implementation Strategy.**

Through the dock repair program with additional budget from the Municipal Accommodation Tax (MAT), City staff undertook extensive repairs to docks at the Keewatin Wharf, Coney Island and the Harbourfront public docks. Repairs included replacing cleats, pressure washing and adding bumpers. The boat launch at the Keewatin Wharf (beside Two Bears Marina) was also replaced. Lastly, an additional dock was added on the Winnipeg River side of the Keewatin boat launch.

City 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.**

With the approval of the 4% Municipal Accommodation Tax (MAT), proceeds go towards Tourism and Economic Development related projects and the City continues to support event organizers and community partners on various tourism related projects. The Lake of the Woods Development Commission and Tourism Kenora supported four events in 2019: Tryptych Productions, Oktoberfest, Artsfest & Harbourfest) under its special events grants program. Also in the summer of 2019, Tourism Kenora partnered with Q104 to host a community event on the Kenora Harbourfront in order to break a world record of the largest gathering of people wearing plaid. 1,359 people attended the event wearing plaid, and beat the old world record by more than 300 participants. Kenora's achievement will be included in the 2019 edition of the Guinness Book of World Records.

## 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.**

Both the Roads Division and Water and Wastewater Division continued to 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.

Capital projects in 2019 were largely based off of condition inspection programs for roads and sanitary sewer. 2019 also marked the first full year of having the City of Kenora Climate Change Adaptation and Resilience Study available for asset management planning purposes.

The City Operations and Infrastructure Department accomplished a lot in 2019 and investments were made in improving roads, water & sewer lines, sidewalks, pumping stations, storm drains, bridges, and more to ensure quality services were delivered. Highlights include: 4,640 meters of gravel road surface treatment; 440 meters of sewer lines replaced; \$1M bridge replacement (Coker Road); \$1.3M bridge maintenance, and \$7M towards Downtown Revitalization.



**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 2019 included estimated capital expenditures of \$1.6 million on City bridges alone, before accounting for regular and unusual maintenance which added up to more than \$1.36 million. Moreover, the budgeted capital spending on roads for 2019 was an additional \$1.7 million, representing a combined \$4.7 million on roads and bridge capital works.

In October of 2019, the Ontario Government announced \$3.9 million to help reconstruct Railway Street, under the Rural and Northern Communities Funding Stream, for which the City was very grateful. The total reconstruction of Railway Street is expected to cost nearly \$6 million and will be completed in three phases. Staff have been diligent in seeking out grants such as this, but grants and grant approvals are both infrequent and unpredictable. 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.

**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 entered into a 6 year agreement with the Kenora Central Ambulance Communications Centre (CACC) and Lake of the Woods District Hospital, following discussions on updating and changing the expiring Fire Dispatching Services Agreement. This agreement was an integral part to fire and emergency services operations and communications in the Kenora area. Other emergency dispatching options/companies are considerably more expensive, require additional purchases/upgrades for radios, and would take the service outside of the City of Kenora.

The City continued to use and promote Everbridge Kenora Alerts as 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.

In June 2019, the Kenora Fire and Emergency services, CP Rail, City services, OPP, EMS, Ministry Agencies MOECC Spills Action Centre, CANUTEX, Kenora Emergency Control Group and the Kenora Emergency Program Committee all took part in a mock train derailment exercise. The purpose was to test response to an active derailment and spill.



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

The City's Multi-Year Accessibility Plan (2019-2022) identified numerous priorities and commitments to eliminating barriers and improving accessibility. One of which, was replacing the Kenora Library's ramp by 2020 as an action item. A grant application under the Enabling Accessibility Fund was successful in 2018 and majority of the construction was completed in 2019.

The Province of Ontario announced an additional \$125 million through the new Municipal Modernization funding program, which small and rural municipalities across the province would have access to. The City submitted an expression of interest at the end of the year to undertake a service delivery review with the goal of finding efficiencies without eliminating frontline services. It is expected that a review will be completed in 2020.

Phase IV of Downtown Revitalization commenced in spring 2019 and the official opening of the extended First Street South to the new round-about took place in October. The City invested approximately \$7 million (which included government funding support) to replace water and sewer infrastructure near end of life as well as to reduce traffic congestion in the City's downtown during the busy summer months.

**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.**

The City continued to support the three Community Improvement Plans, which include housing-related incentives in the Harbourtown Centre area and Keewatin. In 2019, the City approved the first housing-related grant program since the Plan was amended in 2017 to include those incentives. It is anticipated that additional applications under the housing grant programs will come forth in 2020.

The City continued to partner with the Kenora District Services Board (KDSB) and private developers to encourage new housing developments. In 2019, the City worked with the KDSB to find suitable properties to accommodate a variety of housing types. The Vacant Lands Supply and Growth Analysis Project was another mechanism of encouraging housing partnerships.

Council also passed a resolution in August 2019 to support an application by the KDSB to the Federal Government's Reaching Home program to help address the current housing and homelessness crisis.

**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 2019, Council approved a Municipal Capital Facilities By-law for Municipal Housing Project Facilities. This was the result of a recommendation from the "Enabling Affordable Housing Action Plan (2018)" and will allow the municipality to provide support for affordable housing projects in the City.



In April 2019, Council approved a resolution to place one-time funding payment from the Ontario Government in the amount of \$725,000 into a reserve for the purposes of providing municipal servicing for future housing development.

Council also approved several municipally-initiated applications under the Ontario *Planning Act* for “Public Uses” and the creation of a “Small Home Zone”. These amendments to the City’s Official Plan and Zoning By-law assisted in removing barriers to affordable housing, such as permitting smaller homes and supportive housing in specific zones/one a case-to-case basis.

In May, the City of Kenora initiated an Official Plan and Zoning By-law Amendment to permit public agencies to develop housing in most zones and designations. This also included a new definition of supportive housing.

To help support a supportive housing development by the KDSB, the City approved funds to redevelop the Evergreen Community Club Rink and extend water servicing.

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

The City was successful in securing funding from NOHFC for the purpose of a Vacant Land Supply and Growth Analysis Project in which lands are to be assessed with a lens to develop them to fulfill municipal priorities such as housing. The project was expanded to include strategically held crown/private lands and was largely completed in 2019. The City also undertook several Expressions of Interest for strategic municipal properties and have been working with interested developers on draft site plans.

In November, Council approved both an Official Plan and Zoning By-law Amendment on the Former Abitibi Mill Site to allow for a mix of commercial, light industrial and residential uses. This is intended to be the catalyst for future development applications.

City staff were approached by Harvest Kenora, a sub-group of Climate Action Kenora, which is comprised

of local gardeners who wished to convert the northwest corner of Millennial Park in Keewatin to a collective urban micro farm for the growing season of 2019. Council approved their request and went on to approve a second request in December 2019 to expand their existing garden footprint to allow for the erection of small structures. By November 2019, total harvest weight was 324 kg across 27 crops in the harvest.

**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 2019 on policies that pertain to Tunnel Island and other projects that affect Indigenous peoples. The Group was also engaged as part of the way-finding program which was completed in 2019.

Embracing Anishinaabe and Metis Culture is a major goal of the Harbourfront Business Development Plan which led to an expanded need for deeper and ongoing discussions with Indigenous communities at all stages of the project.

In 2019, several meetings took place with local First Nations and Metis communities and Elders to discuss desired elements of the Harbourfront Business Development Plan, which included the Kenora Metis Council and the three First Nations in the region: Niisaachewan Anishinaabe Nation (formerly Ochiichagwe’Babigo’Ining Ojibway nation), Wauzhushk Onigum Nation, and Obashkaandagaang First Nation. Notes from those meetings can be found in the final Plan, which was presented to Council December 2019.

**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

completed and officially opened in fall 2019. The opening show included the landmark donation of 65 local Walter J. Philips works, as well as a focus on Professional Native Artists Inc. and the Triple K Cooperative. The addition of this cultural asset to the City's leisure amenities will encourage tourism and economic activity.

The City's Multi-Year Accessibility Plan (2019-2022) identified replacing the Kenora Library's ramp by 2020 as an action item. A grant application under the Enabling Accessibility Fund was successful in 2018 and in 2019, the project was largely completed.

The City applied for funding through the Investing in Canada Infrastructure Program – Community, Culture and Recreation Stream, for two projects: the development and construction of a new baseball diamond fourplex and for a Kenora Recreational Centre Rehabilitation project. A response from the Province on whether or not the City was successful in their applications is expected to be received in summer 2020.

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

The LOWDC in partnership with the Kenora Hospitality Alliance, Harbourtown Biz, LOWBIC and Destination Ontario developed a trails and tours app, which was launched in 2019. The app includes three tours – Historical, Mural, & Cemetery along with all of the urban trails. Points of interest are included as well.

The City entered an agreement with Twenty-One Ventures Inc. so the company could operate a floating water park off the beach at Norman Park. It officially opened in June, 2019. The project fulfilled one of the recommendations in the 2010 "Beaches, Parks & Trails Plan", which was to expand its attractions by incorporating an aqua park at one of our beaches, by partnering with the private sector.

The accessible Rotary Splash Park also opened in summer 2019, after the City partnered with the Rotary Club to submit a successful funding application to the Ontario Trillium Foundation. Council also approved additional funds to complete the construction of barrier-free washrooms at Norman Park, as well as to

create an accessible trail from the upper parking lot to the washrooms. Having a barrier-free trail and washroom was a key component to the Splash Park project.

In May, 2019 Council also sponsored the Kenora Urban Trails Committee for their application to the Kenora & Lake of the Woods Regional Community Foundation to support the purchase of two water bottle filling stations. Recent and upcoming developments at two City parks linked to the Kenora Urban Recreation trails will increase the number of people using the parks and trails.



**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.**

In September, 2019, the City joined more than 800 local Councils, which included more than 30 Ontario municipalities that declared a climate emergency. The City recognizes that the impacts of climate change are already being felt across the globe through rising temperatures, shifting rain patterns, increased storm intensity and rising sea levels. Magnitude and frequency of severe weather events will increase and impacts will intensify. City staff identified a funding opportunity through the Federation of Canadian Municipalities (FCM) Green Municipal Fund for a sustainable neighbourhood action plan, which would allow the City to undertake a planning process to fulfill the intent and objectives under the resolution. As a result, Council approved \$40,000 to be built into the City's 2020 Capital and Unusual Spend Budget. A formal application to the program was applied for in early 2020.

In embedding a new risk module as part of the City's asset management software, the City now has access to perceived vulnerability of assets given projected climate impacts. The City will be exploring options of restructuring the use of CityWide software to ensure that climate considerations can influence future capital infrastructure projects.

**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 new Evergreen Community Rink project was completed in 2019. An Energy Saving and Natural Gas Retrofit also was completed at the end of January 2019. The project was to eliminate 120 kw per hour electrical heaters with new natural gas unit heaters.

The Community Energy Plan (CEP) was formally accepted by Council in 2019 after a draft was completed in late 2018. The Plan identifies short, medium, and long-term strategies to reduce energy consumption and increase energy efficiencies.

**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.**

City Council formally approved the Community Energy Plan in April 2019. The project originally commenced in 2017 with funding support from the Ontario government. The Plan outlines measures designed to reduce energy costs at municipal facilities and support conservation throughout the community.

As expressed in the 2018 progress report, the Fleet Division has considered fuel and energy reduction when purchasing new vehicles. In the example of reviewing opportunities to purchase electric vehicles, when comparing the budget vs. life expectancy, it was found that there would be little to no benefit outweighing what current practices are due to typical wear and tear, as well as damage from the elements (i.e. salt, harsh weather). As a result, it was determined that an electric vehicle would not reach the life expectancy in which the City would gain any substantial benefit from its use. There was also little information as to how factors such as salt and frigid temperatures would affect energy efficient vehicles such as electric cars and their batteries.

That said, when the Fleet Division does purchase a new vehicle, they do so with the intention of acquiring a unit that is up to date with current technology and always seeks to purchase the newest vehicles possible, which would by manufacturers' standards, keep the environment at the forefront.

Routine maintenance such as changing oil and air filters, keeping tires maintained and inflated with nitrogen, monitoring batteries and ensuring any fluid leaks are tended to immediately, all reduce impacts to the environment.

**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.**

Kenora Resource Consultants provided its annual report regarding 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.

The City entered into an extended five year agreement with the City of Dryden, as the existing Agreement was set to expire at the end of December 2019. The Agreement contracts the City of Kenora to haul the City of Dryden’s recyclable materials to Winnipeg on their behalf. Extending the Agreement optimizes waste diversion and mitigating risk of waste ending up in the landfill.

**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.**

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 the reconstruction of Railway Street, policing costs, and program eligibility requirements to support infrastructure and housing developments.





## 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 organizational review recommendations have been implemented as appropriate and is now complete.

**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.

**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.)**

A Community Code of Conduct policy was developed in 2019, which sets out expectations for relations between members of the public and City staff. The City recognizes that majority of residents in Kenora use City services and believes that all deserve an environment free of harassment and violence. De-escalation and customer service training will be offered in 2020.

**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.**

The City conducted its annual employee engagement survey in 2019, which touched on various aspects of employee empowerment and other metrics on engagement. 84% of respondents indicated that they felt they had the independence to make decisions about how to best perform their job.

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

All senior managers and supervisory staff went through extensive leadership training to adopt a new leadership model which is based on employee engagement, empowerment and good faith decision making.

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

The City continued to implement its Health & Safety program, which offered a variety of training to staff throughout the year. The City also held its annual Health & Safety Refresher to review the program with all staff.

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.

Supervisory Staff completed enhanced investigation training and risk management training in 2019 to help with mitigating risks and identifying injury causes.

Soft tissue injuries are tracked each month and the City worked on bringing a consulting firm in 2020 to complete ergonomic assessments and job demand analyses for high injury rate positions.

**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 City continued to follow the Succession Planning Policy 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. The City recognizes the importance of working closely with those individuals that indicate and show an aptitude to grow within City departments.

**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 continued partnerships with our Indigenous communities and is committed to building ongoing relationships through various partnerships and mutual partnerships on projects and activities. The Lake of the Woods Museum delivered a number of events that celebrated Indigenous history and strengthened cultural understanding.

In July, 2019 the Museum hosted the formal opening of the Jingle Dress exhibit in partnership with Ne-Chee Friendship Centre, Wassegiizhig Nanaandawe'iyewigamig, The Women's Council of Grand Council Treaty 3, and Ahze-mino-gahbewewin/Reconciliation Kenora. One of the new \$4.5M Art Gallery's opening exhibitions was "Gaa-nigaanii Onidaawiziwad/Leading Artists". It focused on Professional Native Indian Artists Inc. and the Triple K Cooperative, which were two organizations founded in the 1970s that did much to advance Indigenous art and artists and that have connections to Northern Ontario and Southwestern Manitoba.



**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.**

City staff have underwent cultural sensitivity and awareness training with members of Council, Senior Leadership Team members and key individuals in the organization that frequently have interactions with our Indigenous partners. The training included the group gathering in a circle, learning cultural importance and differences along with traditions that are important to the elders and members. This was a very worthwhile training exercise with staff attending feeling very appreciative to understand the cultural significance to many of the items learned.

The City actively worked to consult our Indigenous partners of projects and opportunities that the City works on. The new way-finding signage, which was largely completed in 2019, included reference in various languages including Ojibway and Cree to identify the significance of the various languages in our community. When historical signage that was misplaced was returned, the City invited our Indigenous partners to discuss what would be most appropriate to recognize and honour these pieces of art which hold Indigenous meaning.

The Common Ground partners also continued to work together to address the historical significance of these lands and the significance they hold to the area. Decisions on the lands are made jointly with guidance from elders and Indigenous partners with the vision of respecting the lands and the history that remain in our area.

The City also partnered with the Local Youth Council of the Youth Committee of Reconciliation and appointed one member of Council and one staff representative to join. The aim of the project is to bring young people into the conversation about what reconciliation means for them, set goals and actions that will help implement the Truth and Reconciliation Commission's calls to action in the Kenora area.

While there is still much work to do, the City will continue to renew our commitment to truth and reconciliation and build our partnerships to move the City forward with our Indigenous communities and opportunities.

**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.**

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 a community safety and well-being plan that proactively address locally identified community risks. Fortunately, Kenora's Substance Abuse and Mental Health Task Force (KSAMHTF) had been a leader in this practice prior to the legislation coming into effect and Kenora had maintained a Community Safety and Well-Being Plan since 2015.

In 2019, the City hosted a Community Safety and Well-Being Workshop in conjunction with the Canadian Municipal Network on Crime Prevention (CMNCP) and KSAMHTF. Alongside facilitating the workshop, CMNCP is helping draft a new CSWBP, following a number of knowledge-exchange sessions that staff participated in. There were a total of three different events on the issue of community safety. They included the Downtown Business Information Session, Community Safety Forums and the CSWBP workshop. All of these events involved collaborated with community partners such as the OPP, Northwestern Health Unit, Ne-Chee Friendship Centre and KDSB.

**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.**

The City of Kenora Fire and Emergency Services Department (CKFES) continued to attend the bi-annual Kenora Fire District Mutual Aid Association meetings and administered the Ontario Fire Code through their

Fire Inspection Program. The Department had been approved to purchase shipping containers to develop Live Burn Fire Training Cells and began planning for the burn cells and training centre in 2020.

The CKES continued to work closely with City hall to share regular communication announcements and utilized the Kenora Fire Facebook page for fire safety information, messaging, and fire department information.

**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 and emphasis has been placed on ensuring committee work links directly back to the 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.**

The City continued to support and collaborate with community agencies and strategic partners to implement their various strategies, as appropriate. In March, 2019, the City joined the Reconciliation Board of Kenora that works towards the implementation of the Truth and Reconciliation Commission's Calls to Action at the local level. This involved having a City Councillor and member of staff join the Board as Kenora representatives to the Local Youth Council of the Youth Committee of Reconciliation.

The City also supports various community agencies each year in grant applications to funding programs such as the Ontario Trillium Foundation and the Lake of the Woods Regional Community Foundation.

## CONCLUSION

The 2019 Operating Budget brought with it difficult decisions for Council and ultimately, the City was forced to reduce some municipal service levels to mitigate the impact of various cost increases and funding reductions to taxpayers. Policing costs increased 7% in Kenora and in April, the Province of Ontario announced changes in its funding formulas for Health Units and District Social Services to a split 70-30 between the Province and the municipality, effective in 2020.





Despite the tight budget year, a significant amount of progress was made on major strategic priorities. Many of which, built off of the efforts achieved in 2018 and successful funding applications.

In 2019, the City invested in reducing the infrastructure deficit, by improving roads, water & sewer lines, sidewalks, pumping stations, storm drains, bridges and more. With regard to addressing the housing crisis in the community, several major improvements were made to the Zoning By-law and Official Plan to enable new housing development, and a new By-law was created to allow the City to financially support affordable housing initiatives.






Phase IV of Downtown Revitalization also commenced, and within the year the City saw the completion of the second round-about and the official opening of the extended First Street North. A significant amount of activity took place over the course of a year, including construction, policy reviews, and additional grant applications being submitted. Adequate funding for infrastructure continued to be a major concern given that transfers from the federal and provincial government are limited and unpredictable. Both Council and staff advocate heavily each year for changes in funding programs to accommodate the distinct challenges small, remote, and northern Ontario communities' experience.







# 2019 STRATEGIC PLAN SCORECARD


Legend			
	Guiding Principle		Completed
			In progress
			Not Started

Guiding Principles		
Corporate Action	Priority	Status
<b>GP-1</b> The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district.	Ongoing	
<b>GP-2</b> The City will forge strong, dynamic working relationships with the Kenora business community.	Ongoing	
<b>GP-3</b> The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.	Ongoing	
<b>GP-4</b> The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.	Immediate	








<b>Strategic Area #1: Develop Our Economy</b>		
<b>Corporate Action</b>	<b>Priority</b>	<b>Status</b>
<b>1-1</b> 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	
<b>1-2</b> 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	
<b>1-3</b> 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	
<b>1-4</b> 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	
<b>1-5</b> 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><b>1-6</b> The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.</p>	<p>Immediate</p>	
<p><b>1-7</b> 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><b>1-8</b> The City will promote Kenora as a 365-day lifestyle destination.</p>	<p>Immediate</p>	
<p><b>1-9</b> 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><b>1-10</b> The City will support Kenora's "North America's Premier Boating Destination" Brand.</p>	<p>Ongoing</p>	
<p><b>1-11</b> 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>	

<b>Strategic Area #2: Strengthen Our Foundations</b>		
<b>Corporate Action</b>	<b>Priority</b>	<b>Status</b>
<b>2-1</b> 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	Ongoing	
<b>2-2</b> 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.	Immediate+ Ongoing	
<b>2-3</b> The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.	Ongoing	
<b>2-4</b> The City will act as the catalyst for continuous improvements to the public realm.	Ongoing	
<b>2-5</b> 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.	Immediate	
<b>2-6</b> 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.	Immediate	

<p><b>2-7</b> The City will encourage and support the development of vacant and transitional lands for uses that support our vision.</p>	Ongoing	
<p><b>2-8</b> 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><b>2-9</b> The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life</p>	Ongoing	
<p><b>2-10</b> The City will continue to explore opportunities to develop and improve our beaches, parks &amp; trails.</p>	Ongoing	
<p><b>2-11</b> 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><b>2-12</b> 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><b>2-13</b> 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><b>2-14</b> 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><b>2-15</b> 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	

<b>Strategic Area #3: Focus On Our People</b>		
<b>Corporate Action</b>	<b>Priority</b>	<b>Status</b>
<p><b>3-1</b> 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><b>3-2</b> The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy</p>	Ongoing	
<p><b>3-3</b> 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><b>3-4</b> 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	

<b>3-5</b> The City will commit to preventing occupational illness and injury in the workplace.	Ongoing	
<b>3-6</b> 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	
<b>3-7</b> 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	
<b>3-8</b> 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	
<b>3-9</b> 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	
<b>3-10</b> 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	
<b>3-11</b> 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	
<b>3-12</b> 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	



February 28, 2020

## Staff Report

**To:** Mayor and Council

**Fr:** Adam Smith, Manager Development Services  
Melissa Shaw, Planning Analyst

**Re:** Application for Site Plan Approval – 3 Woods Drive

**File No.:** D11-17-04

**Owners:** 2672342 Ontario Inc. and Bank of Montreal

**Developer:** D. Lafreniere Developments Ltd.

### Recommendation:

That the Mayor and Clerk of the City of Kenora be authorized to execute a site plan agreement between the City of Kenora and 2672342 Ontario Inc. and Bank of Montreal, to allow for the development of a 30 unit apartment dwelling, all associated facilities; and further

That bylaw number 16-2020 be hereby repealed; and further

That the appropriate bylaw be passed for this purpose.

### Background:

On January 28<sup>th</sup>, 2020 the City of Kenora passed By-law 16-2020 to enter into Site Plan Agreement with Doug Lafreniere (D. Lafreniere Developments Inc.) for the construction of a 30- unit apartment dwelling.

As per Section 14.0 of the Site Plan Agreement, upon registration of the Agreement on title, Randy Seller, Agent for the Owner requested that the counterpart; The Bank of Montreal be named as a party to the Site Plan Agreement. In addition, the property is transferring ownership from D. Lafreniere Developments Inc. to 2672342 Ontario Inc., a request has been made to reflect the new Owner(s) within the Agreement.

A corrected Agreement has been attached to this report, and a bylaw shall be passed to reflect these changes.

**Budget:** No impact. Application fees (\$800.00) paid in accordance with the Tariff of Fees By-law. All remaining costs for registration, etc. will be the responsibility of the developer.

**Communication Plan/Notice By-law Requirements:** Notice of the complete application and public meeting provided in accordance with City Policy PP-5-1. Notice of meetings, of the Committee of a Whole, and Council provided as per the Notice By-law.

Please provide circulation of decision to: Manager Development Services, Operations Department, 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.

**Strategic Plan or Other Guiding Document:** The Official Plan, Designation By-law (189-2010) and City Policy (PP-5-1), provides criteria for the evaluation of Applications for Site Plan Approval.



**The Corporation of the City of Kenora**

**By-law No. xx– 2020**

**A By-law to Enter into a site plan agreement between  
The Corporation of the City of Kenora, 2672342 Ontario Inc. and Bank of  
Montreal**

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**Whereas** section 41(2) of the *Planning Act* enables a municipality where in an official plan an area is shown or described as a proposed site plan control area, the council of the local municipality in which the proposed area is situate may, by by-law, designate the whole or any part of such area as a site plan control area; and

**Whereas** section 41(4)(e) enables a municipality to approve plans for the sustainable design elements on any adjoining highway under a municipality's jurisdiction, including without limitation trees, shrubs, hedges, plantings or other ground cover, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities, if an official plan and a by-law passed under subsection (2) are in effect in the municipality; and

**Whereas** By-laws 189-2010 designated lands subject to Site Plan Control and 79-2016 provides policy for implementation of Site Plan Control; and

**Whereas** the lands described on Schedule A, are designated pursuant to the City of Kenora Official Plan as being subject to site plan control;

**Whereas** A site plan for those lands described in Schedule A; drawings dated September 14, 2017 for A101- Site Topography, A102 – Landscaping, and A103 – Details were submitted to the City of Kenora; and the City of Kenora has approved such plans subject to entering into a Site Plan Agreement.

**Now Therefore** the Corporation of the City of Kenora enacts as follows:

1. **That** the Mayor and the Clerk be and they are hereby empowered to execute the Agreement attached and terms of the conditions set out in the agreement
2. **That** this By-Law shall come into force and be in effect from the day after the final passing thereof.

**By-law read a First & Second Time this 18<sup>th</sup> day of March, 2020  
By-law read a Third & Final Time this 18<sup>th</sup> day of March, 2020**

**THE CORPORATION OF THE CITY OF KENORA**

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**Dan Reynard, MAYOR**

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**Heather Pihulak, CLERK**



February 26, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Adam Smith, Manager of Development Services  
Melissa Shaw, Planning Analyst**

**Re: Deeming By-law – 4<sup>th</sup> Avenue North**

### **Recommendation:**

Pursuant to the provisions of Section 50(4) of the Planning Act, RSO 1990, c. P.13, as amended, the Council of a local municipality may by by-law designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed not to be a registered plan of subdivision for the purposes of Subsection 50(3) of the said Act; and

That MINING ST PL 3 AKA FOURTH AV N, BTN THIRD ST N & FIFTH ST N; KENORA, and LT 234 BLK 3 PL 3; KENORA are within a plan of subdivision registered for more than eight years; and

That Council gives three readings to a bylaw to deemed the above mentioned lands not to be a registered plan of subdivision for the purposes of Subsection 50(3) of the Planning Act.

### **Background:**

The Development Services Department reached an Agreement to sell part of Road Allowance, Plan 3, City of Kenora, District of Kenora, shown as "Mining Street" being apart of PIN 42170-0145.

The City of Kenora also approved a request for lot addition to the abutting lands at 400 Street North, which is east of the subject lands and owned by the Kenora District Services Board (KDSB).

Council directed that these lands be deemed to no longer be lots within a plan of subdivision to enable the lots to merge on title which shall permit the development of a ten (10) unit group home on a large parcel of vacant land within the Established Area of the City of Keora. The proposed development supports a housing type that meets the physical and financial needs of current and future residents.

This deeming by-law will ensure that the lands cannot be separately conveyed without approval under Section 53 of the Planning Act.

### **Budget:**

The KDSB shall be responsible for all costs associated with such registration.

**Risk Analysis:** Analysis of planning applications is accomplished in accordance with the legislation provided through the Planning Act.

**Communication Plan/Notice By-law Requirements:** Manager of Development Services, Manager of Operations, Municipal Solicitor, GIS Technician

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



March 2, 2020

## City Council Committee Report

**To: Mayor and Council**

**Fr: Adam Smith, Manager of Development Services  
Megan Dokuchie, Economic Development Officer**

**Re: Application to the Rural Economic Development Program –  
Business Retention and Expansion (BR+E) Project**

### **Recommendation:**

Information Purposes only

### **Background:**

This report is to provide Council with an update on a project that was brought before Council and approved in February as it has changed since the report at that time. Council approved a recommendation at its February 18, 2020 meeting to support an application to the Rural Economic Development (RED) program for the delivery of a Business Retention and Expansion (BR+E) project.

Key activities were to include a questionnaire, community outreach and planning; collection and analyzing data to flag opportunities; and the development of goals, an action plan and an implementation strategy. It was intended to be complementary to the Five Year Economic Development and Tourism Strategy being undertaken this year.

The report to Council indicated that staff would be requesting Municipal Accommodation Tax financial support for the project from the Lake of the Woods Development Commission (LOWDC) at its February 21, 2020 board meeting. The recommendation presented by staff at the LOWDC meeting was as follows:

*That the Board of Directors supports the City of Kenora application to the Rural Economic Development (RED) for the delivery of a Business Retention and Expansion (BR+E) project; and further*

*That the Board of Directors confirms a contribution of up to \$10,000 for the project to be funded through the Municipal Accommodation Tax revenues; and*

*That the Board of Directors hereby approves any cost overruns associated with the project.*

Staff also indicated that four partners had confirmed contributions to the project of \$250 each – Northwest Business Centre, Lake of the Woods Business Incentive Corporation, Northwestern Ontario Innovation Centre and Harbourtown BIZ – resulting in a decreased required contribution from MAT revenues of \$9,000.

Following discussion by the Board, the LOWDC Board declined to support the project citing the need to undertake the Five Year Economic Development and Tourism Strategy planning process in advance.

Staff attempted to identify alternative sources of funding for the project but declined to submit the application to the RED program which was due on February 24, 2020. The planning process for the Five Year Economic Development and Tourism Strategy will begin in March 2020. It is also worth noting that the development and delivery of a business/investor survey to gauge both qualitative and quantitative data regarding business growth, barriers and opportunities is included in the strategic planning process and may align with some of the proposed objectives of the BR+E project.

It is anticipated that the RED program will launch another intake in July 2020 which will present another opportunity to proceed with the project.

**Budget:** n/a

**Risk Analysis:** n/a

**Communication Plan/Notice By-law Requirements:** n/a

**Strategic Plan or other Guiding Document:**

- 1-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district;
- 1-2 The City will forge strong, dynamic working relationships with the Kenora business community.