



City of Kenora
Committee of the Whole of Council
Agenda

Tuesday, December 10, 2013

9:30 am - 1:00 pm

City Hall Council Chambers

Pages

1. 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 December 17, 2013 meeting:-

-Council will authorize a Tax Exemption for the Kenora Airport Authority

-Council will authorize a Tax Exemption for the Royal Canadian Legion Branches #12 and #13

-Council intends to amend "Schedule D" to the Water and Sewer By-law to increase water and sewer rates

-Council will approve Section 357 Tax Adjustments for cancellation and refund of taxes

-Council will adopt a new Tariff of Fees and Charges By-law to approve an addition to Schedule "D" - Operations Department

-Council will adopt a By-law to rename a portion of Eleventh Avenue North to 'Artillery Way'

2. Declaration of Pecuniary Interest & the General Nature Thereof

i) On today's agenda; ii) From a meeting at which a Member was not in attendance.

3. **Confirmation of Previous Committee Minutes - Motion Required**
 - Regular Committee of the Whole meeting held November 12, 2013
 - Regular Property and Planning meeting held November 12, 2013
4. **Presentations**
 - 4.1 Event Centre - Frank Bastone
 - 4.2 2014 Election - Heather Kasprick, Deputy Clerk
5. **Deputations**
 - 5.1 Laurenson Lake/Creek Stakeholders - Dave Schwartz
 - 5.2 Northwestern Health Unit - Mark Perrault
6. **Business Administration Reports**
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12.	Other	
13.	Date of Next Meeting	
	Tuesday, January 14, 2014	
14.	Adjourn to In-Camera Meeting	
	That this meeting be now declared closed at _____ ; and further	
	That pursuant to Section 239 of the Municipal Act, 2001, as amended, authorization is hereby given for Committee to move into a Closed Session to discuss items pertaining to the following:-	
	i) Disposition of Land (1 item)	
	ii) Personal Matters about an Identifiable Individual (3 items)	
15.	Reconvene to Open Meeting	
16.	Close Meeting	

Lake of the Woods
KENORA



NORTH AMERICA'S
Premier
BOATING DESTINATION

Council Year in Review

City of Kenora



6 November 2013

City Council Committee Report

To: Mayor Canfield & Members of Council

From: Heather Kasprick, Deputy Clerk

Re: 2013 Council in Review Highlight Report

Recommendation:

That a copy of the report reviewing the achievements for the 2013 year of Council be posted on the City's portal and made available to the media.

Background:

With Council's third year coming to a close and therefore marking the final full year of Council's term of office, it has been an ever evolving time for Council with numerous decisions and changes.

This report represents the culmination of various decisions made by the current Council. It is not exhaustive, but it does contain the highlights of the last year as seen through the eyes of City administration.

MIII Funding – Kenora was successful in their application to receive \$2 million dollars in funding for the Winnipeg River West Branch Bridge repairs.

Kenora's Brand Promise Adoption – Kenora recognized and adopted Kenora's Brand as "North America's Premier Boating Destination". Further to the brand Council also adopted the Brand Promise as "Kenora is North America's Premier Boating Destination. We are the connection to Lake of the Woods and its 14,522 islands. Through our events and amenities we celebrate our history and build our future. We are stewards of the lake, nurture its pristine environment, and live the lake life.

Mayor Canfield becoming NOMA President – In April Mayor Canfield was elected to the President of the Northwestern Ontario Municipal Association. This prestigious appointment is beneficial to the municipality with the extended contacts and meetings Mayor Canfield is invited to as President and an Executive on the Association of Municipalities of Ontario (AMO) Board.

Downtown Revitalization Phase III Design – Council committed up to \$125,000 for the project of design work for DTR III for works in 2014. We received \$125,000 from both FedNor and NOHFC for the design and development work with actual work that may take place in 2014 depending on further funding approvals.

City Hall Roof Replacement – Council authorized the full cost of the significant roof replacement of City Hall. Due to the Heritage Designation of the building, the replacement costs were in excess of \$565,000. We received a \$200,000 commitment from the Federal Economic Development Agency under the Community Infrastructure Improvement fund for this project.

Attendance at the FCM Conference – Both Mayor Canfield and Councillor Lunny expressed the value of attending this conference in Vancouver and the partnerships that can be formed by attending a conference for Canadian Municipalities rather than just provincial ones.

Homelessness Task Force – Council formed a Homelessness Task Force Committee to work on our homelessness and behavior problems in Kenora. This committee has been very proactive and has been making huge progress in 2013. A homelessness report was released with several options to discuss for moving forward in 2014.

Community Club Grants – Council approved \$8,000 in grants to Rideout, Central and Evergreen Community Clubs.

Attendance at AMO, NOMA and ROMA/OGRA Conferences - Council had excellent representation at the annual AMO and ROMA/OGRA conferences in 2013. We were successful in receiving the Minister meeting requests in most areas to discuss the various issues outlined in the packages. Mayor Canfield also represented NOMA in meetings with most Ministers on Regional issues such as the Roads and Bridges funding.

Adoption of the 2013 Operating & Five Year Capital Plan – Council passed the 2013 operating budget and five year capital plan on March 18, 2013 significantly earlier than in previous years. Council's direction was given for staff to work towards a 1%

reduction in the municipal tax rate. As a result, a number of changes were made to both the operating budget and five year capital plan. It was recognized that the draft budgets included maintaining existing service levels.

Indoor Sports Complex – Council approved a five year lease agreement with the Kenora Soccer Association for the redevelopment and use of the Jaffray Melick Community Centre. A Trillium Foundation grant was received by the club in the amount of \$122,500 along with numerous other community sponsorships which will assist with the development of the complex.

Video Technology for Meetings - In keeping with the direction of Council for open and direct communications to the public, Council approved the purchase of video technology equipment in the amount of \$12,538.47 that would allow for Council meetings to be televised on Shaw TV on a regular and consistent basis.

Fall Deer Hunt – After two successful seasons with the south of the bypass deer hunt Council approved a further amendment to the Discharge of Firearms bylaw to allow bow hunting south of the bypass for the period of October 1 – December 15, 2012. Surveys are being received from hunters who picked up a hunting package and the success of the hunt will once again be reviewed based on the surveys.

Recreation Centre Expansion Conceptual Design – Council approved a Request for Proposals to be developed for a conceptual design and establishment of costs for the expansion at the Kenora Recreation Centre.

Multi-Disciplinary Task Force & Work Plan – Council approved a Homelessness & Behavioural Issues Task Force Work Plan and submitted to the Kenora District Services Board for inclusion in the development of their ten year housing and homelessness plan for submission to the Province. Council further requested Kenora District Services Board to establish a Regional Multi-Disciplinary Task Force with the necessary budget and staff resources to address Homelessness and support services on a regional basis and those staff resources be placed within those municipalities that have a higher rate of homelessness and associated support service needs within the Kenora District Services Board area. It is requested that the mandate of those staff being the coordination and delivery of services to the Homeless.

Change in Council Meeting Dates/Times – Council made changes to their monthly meeting dates and times moving to Tuesdays for both Committee of the Whole and Council. This change will be less disruptive to meeting date changes with Statutory Holidays which always fall on Mondays.

Local Government Week – Council once again participated in Local Government week by attending various live radio and television interviews and contests. The “Mayor for the Day” contest was held with a student from both TA and Beaver Brae winning and spending the day with Mayor Canfield and later attending the Committee of the Whole meeting with Council.

Municipal Auditor – Council awarded a 5 year contract to MNP LLP for the City’s external auditor services.

Prosperity Trust Fund - The first portfolio is with the ONE Public Sector Group of Funds and accounts for almost one quarter of the Trust Fund. The market value of this investment at September 30, 2013 is \$8,813,935. All ONE Fund investments are held in a bond fund. The return on ONE fund investments for the first 9 months of 2013 is 0.7%. This rate reflects the total return including market impact. The return on book value for the first nine months of 2013 is 3.05%.

The second and largest portfolio is managed by Manulife Asset Management with RBC Dexia Investor Services as custodians. The market value of all investments is \$23,281,034 (\$21,589 lower than the value at the end of June 2013). Securities held in this portfolio are largely bank and federal and provincial government issues. The return on these funds for the full year of 2013 is forecasted at 1.26%. The rate of return since inception is 3.31%. These returns also take the market impact into account.

In addition, the Citizens' Trust Fund now holds \$8,327,044 in debentures from the City of Kenora. The rate of return on these debentures is 3%.



November 4, 2013

City Council Committee Report

TO: Mayor and Council

FR: Heather Kasprick, Deputy Clerk

RE: Alternative Method of Voting – Municipal Election 2014

Recommendation:

That Council of the City of Kenora hereby approves the implementation of internet/telephone voting in the 2014 Municipal Election; and

That in keeping with Section 42 of The Municipal Elections Act, as amended, Council hereby gives three readings to a by-law authorizing an alternative voting method for next year's Municipal Election; and further

That Council directs staff to issue a Request for Proposal for internet/telephone voting for this purpose.

Background:

Under the *Municipal Elections Act*, Clerks of local municipalities are responsible for the administration and management of municipal elections. It is the Clerk's responsibility to ensure that electors are given every opportunity to vote and that the voting process is accessible and accountable.

There are four principal methods of voting in municipal elections, which include the traditional poll based voting method and alternative methods such as vote-by-mail, telephone and internet voting.

Vote-by-Mail was utilized during the 2000, 2003, 2006 and 2010 election. It is my recommendation that we move to an alternative voting only, specifically the internet/telephone method during the advance voting period, as well as, on Voting Day in the 2014 municipal election.

Internet/telephone voting has been made available to provide for convenience, to accommodate changing lifestyles, demanding work schedules and to enhance accessibility for persons who may not be able to vote in person. It is cost effective, ensures the elimination of spoiled ballots, the accuracy of the count, the preservation of secrecy while

facilitating the participation on non-resident electors and providing the most flexibility and opportunity for participation. Internet voting offers 24/7 voting, with the advance vote generally beginning one week prior to voting day.

The next municipal election is fast approaching and will take place on October 27, 2014. The following outlines the various options that exist relative to voting, as well as important dates:

2013	
December 31	Last day for implementing boundary changes
December 31	Deadline for Changes to Composition of Council (logistically mid-November to allow for a notice period prior to the last regularly scheduled meeting of Council December 17 th)

2014	
January 2	First Day for filing nominations. Campaign period commences upon filing of nomination
April – June	Enumeration begins (mail-in conducted by MPAC)
June 2	Last day to pass a by-law to approve alternative voting and alternative voting procedures
September 1	First day to receive a copy of the Voters' List from the Municipal Property Assessment Corporation (MPAC)
September 12	Nomination Day, last day for filing nomination papers
October 1	Last day to pass a by-law establishing a Compliance Audit Committee
October 27	Voting Day
December 2	New Term of Office Begins
December 31	End of Campaign Period

Council should be aware that in the 2010 municipal election the thirty-four municipalities who utilized Intelivote (internet voting service provider) experienced a significant electronic failure during the last three hours of voting due to the large number of voters and candidates who accessed the system. Election officials in the various municipalities extended their election close time from between 30 minutes to one hour while the Town of Arnprior chose to extend their voting time by 24 hours.

Despite the technical difficulties with the internet/telephone method it proved to be very successful and municipalities that used this method experienced the highest voter percentage turnout in history and voters were able to utilize the most accessible form of voting.

In order to achieve a successful voter turnout I would like to offer voting assistance at several retirement residences and institutions in the City, as well as, heavily promote internet/telephone voting and a backup plan should there be a disruption in service.

I have performed a random sampling of municipalities utilizing internet/telephone voting, and although some have chosen to go with their previous provider, others while satisfied with their previous provider recognize that there have been ongoing advances in technology and other providers offering this service have entered the market.

Council could elect not to proceed with Internet Voting, and return to the traditional paper ballot or another alternative method such as Vote-By-Mail however, this is not recommended. Internet/Telephone Voting complies with the *Municipal Elections Act* by making the election accessible to all voters.

With the approval of Internet/telephone voting for the 2014 election, the City would issue a request for proposal to source the most competitive bid. It is estimated that Internet/Telephone Voting can range anywhere from \$2-\$4 per elector. The 2014 election will be funded through the Election Budget.

Budget:

To be determined by the RFP

Communication Plan/Notice By-law Requirements:



December 3, 2013

City Council Committee Report

TO: Mayor and Council

FR: Sharen McDowall, Human Resources Manager

RE: Accessibility Multi-Year Plan

Recommendation:

Whereas under the Accessibility for Ontarians with Disabilities Act (AODA), 2005, the City is required to maintain a multi-year accessibility plan; and

Whereas the Accessibility Plan will identify measures that the City of Kenora will take in the next five years to identify, remove and prevent barriers to people with disabilities who utilize the facilities and services of the City of Kenora; and

Whereas annually a status report will be completed to outline the progress of measures taken to implement the Multi-Year Accessibility Plan;

Therefore be it Resolved that Council of the City of Kenora hereby accept the Multi-Year Accessibility Plan 2014-2019 as presented; and further

That Council endorses the Multi-Year Accessibility Plan 2014-2019 for the City of Kenora

Background:

In June 2005, the Ontario Government passed the Accessibility for Ontarians with Disabilities Act (AODA). Under this legislation, the Ministry of Community and Social Services was responsible for identifying sectors of society for which accessibility standards were to be developed. The five areas that are identified are:

- Customer Service
- Transportation
- Information and Communication
- Build Environment
- Employment

The Customer Service Standard (Ontario Regulation 429/07) was the first standard to become law. The newest areas- Employment, Build Environment, Transportation, and Information and Communication were blended together into the Integrated Accessibility Standards Regulation (IASR) (Ontario Regulation 191/11) and enacted into law July 1, 2011. One of the requirements of the IASR is to implement and maintain a Multi-Year Accessibility Plan.

The Accessibility Plan describes the measures that the City of Kenora will take in the next five years to identify, remove and prevent barriers to people with disabilities who utilize the facilities and services of the City of Kenora.

Annually, a status report will be completed to outline the progress of measures taken to implement the Multi-Year Accessibility Plan. A review of the plan will be conducted on an annual basis, with the plan being updated as required to include any new identified priority items and as new legislation is brought forward.

Budget:

Expenditures needed to meet the action items outlined in the multi-year plan will be funded through the Accessibility Capital budget program.

Communication Plan/Notice By-law Requirements:

The Multi-Year Accessibility Plan, upon adoption by Council, will be made available on the City's website, and will be communicated to all City Staff

The draft accessibility plan is available on the City's website. Additionally, an advertisement in the Daily Miner and News will take place noting the availability of the draft plan, and provisions for providing feedback through delegation to Council or through written submission to the Clerk's office



THE CITY OF KENORA
2014-2019
MULTI-YEAR ACCESSIBILITY PLAN

This document is available in alternate formats, upon request

City of Kenora
1 Main Street South
Kenora, Ontario
Tel: 807-467-2000
Fax: 807-467-2009
Email: hkasprick@kenora.ca
Website: www.kenora.ca

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1 Introduction

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) was enacted to develop, implement, and enforce Accessibility Standards in order to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures, premises and transportation throughout Ontario by the year 2025. Accessibility Standards include the Accessible Customer Service Standard (O. Reg. 429/07), the Integrated Accessibility Standard Regulation (O. Reg. 191/11) – including the Information & Communication, Transportation, Employment and the Design of Public Spaces Standards.

Under the Integrated Accessibility Standards Regulation (IASR), the City of Kenora (the City) is required to establish, implement, maintain and document a multi-year accessibility plan. This plan outlines the City of Kenora’s strategy to identify, prevent and remove accessibility barriers, and meet its requirements under the IASR.

In accordance with the requirements set out in the Integrated Accessibility Standard Regulation, the City of Kenora will:

- Post the accessibility plan on its website (www.kenora.ca);
- Provide the plan in an accessible format upon request;
- Review and update the accessibility plan at least once every five years;
- Establish, review and update the accessibility plan in consultation with persons with disabilities and the Municipal Accessibility Advisory Committee;
- Prepare an annual status report and post it on the City of Kenora website.

2 Municipal Accessibility Advisory Committee

The City of Kenora’s Accessibility Advisory Committee (AAC) was established in 2003. The AAC is responsible for the provision of advice to Council on specific initiatives to be undertaken by the City. This consultation assists with the prevention, identification and removal of barriers that restrict people with disabilities from participating in City programs or accessing services, and facilities. The Committee is comprised of dedicated volunteers committed to working towards a barrier-free municipality.

The City’s AAC is made up of 10 citizens and 2 Council representatives. Members are representing and advocating for persons with disabilities in the community.

The AAC meets on a quarterly basis and meetings are open to the public. During meetings, updates are provided to the AAC which may include presentations or discussions led by staff.

3 Statement of Commitment to Accessibility

The City of Kenora is committed to treating all people in a way that allows them to maintain their dignity and independence. We believe in inclusion and equal opportunity. We are committed to meeting the needs of people with disabilities in a timely manner, and will do so by preventing and removing barriers to accessibility and meeting accessibility requirements under the Accessibility for Ontarians with Disabilities Act.

4 Report on Measures to Identify, Remove and Prevent Barriers

4.1 Customer Service

From 2010-2013, the City of Kenora (the City) continued to comply with the Accessibility Standards for Customer Service Regulation (O. Reg. 429/07). A copy of the Accessible Customer Service Standards Regulation Policy is included in the Appendix of this document and can also be accessed on the Accessibility pages of the City of Kenora web site (www.kenora.ca) The City of Kenora will continue to train new employees on the Customer Service Standard.

The City was required to be Compliant with this regulation on January 1, 2010 and met this deadline. Compliance was reported to the Ministry of Community and Social Services as required in October 2012. Compliance includes:

- a) Policies and procedures on providing goods and services to people with disabilities in the areas of:
 - An Accessibility Policy which incorporates dignity, independence integration, and equity;
 - Use of service animals and support persons;
 - Notice of temporary disruptions;
 - Provision of a feedback process for the public to submit concerns about accessibility;
 - Use of assistive devices.
- b) Training on Accessible Customer Service is provided which includes all content required under this Regulation.
- c) All City of Kenora staff completed of Accessible Customer Service Training.
- d) All new staff receives AODA Customer Service Training at orientation.
- e) All volunteers and contractors with the City of Kenora are required to comply with the City of Kenora Accessibility Commitment.

4.2 Accessibility Feedback

The City of Kenora has an accessible feedback process in place. Feedback can be provided in multiple formats including in person, by mail, phone, and email.

Should a member of the public wish to provide feedback to the City of Kenora on the goods or services provided by the City of Kenora, feedback can be provided in the following manner:

- i) In person, at 1 Main St South
- ii) By telephone, via the General Inquiries telephone line, at 807-467-2000
- iii) Fax 807-467-2009
- iv) By email, via the General Inquiries email address at service@kenora.ca

4.3 Accessibility Planning

In 2013, the City of Kenora embarked on an accessibility planning process to identify preparedness for compliance with the AODA Integrates Accessibility Standards Regulation (IASR) and to develop a multi-year accessibility plan.

The City identified a working committee that attended and received numerous training workshops.

The City will over 2014:

- Conduct a review of the City's compliance readiness with the AODA Integrated Accessibility Standards Regulation.
- Will continue to review the multi-year plan for meeting the requirements under the AODA and to proactively plan for increasing accessibility of goods, services, facilities and transportation in the City.
- To conduct a physical accessibility audit of city owned facilities.

The City of Kenora has an internal Administrative Accessibility Committee that will meet regularly to review progress in meeting the requirements of the AODA and to monitor progress on implementing the annual accessibility plans and to determine that barrier-removal and barrier-prevention strategies are implemented effectively.

The Office of the City Clerk will provide oversight of the implementation of the Accessibility Plan. It will employ an Accessibility Specialist responsible for liaising with the Accessibility Advisory Committee, the Administrative Committee and the community in supporting and guiding the City of Kenora in the implementation of the Plan.

4.4 Barrier Identification and Removal

- a) Continue to remove barriers from existing facilities and infrastructure as identified in the City of Kenora's previous accessibility plans in addition to others that are identified including washroom renovations, ramps and automatic door openers.
- b) Continue to remove barriers from City services and programs.
- c) Identify Accessibility Sidewalk Ramp in Program to upgrade or install new sidewalk ramps at intersections where a barrier to access exists. The Roads Department will work with the Accessibility Advisory Committee.
- d) Continue Lift and Level Program and Trip edge removal program to remove trip hazards and barriers to accessibility caused by heaved and sunken sidewalk slabs, which provides safer and more uniform walking surface to all citizens of Kenora. 12 projects were completed for 2013.
- e) All existing sidewalks rehabilitated replaced and reconstructed to current Engineering Standards to provide a safe uniform walking surface which incorporate barrier free ramps at each intersection.
- f) Install audible crossing signals at pedestrian crossings at signalized intersections. When signals are scheduled to be updated or replaced. Second Street and Matheson Street upgraded to audible crossing signals in 2012.
- g) The Parks Division plans on continuing to review parks and trails to make accessible with paved trails. Continue to upgrading washrooms for safe and easy access, accessible stalls and accessible counter height.
- h) Purchase of accessible picnic tables for parks and beaches.
- i) Improve accessibility at Coney Beach Park to allow for accessible travel to the band stand area.
- J) Safe and easy access to docks at Harbourfront Dock (2012)
- k) Paved, accessible trail from Garrow Park to Nairn Avenue. Accessible granite picnic table and accessible rest areas (2012)
- l) Safe and easy access to bus shelter at Norman Park

4.5 Strategies for Barrier Prevention

- a) Accessibility Advisory Committee will continue to review design plans for new City owned buildings and major renovations, and comment on site plan controls.
- c) The Property and Planning Department plans to incorporate accessibility components and standards into Urban Design Guidelines being developed for the entire City.
- d) The Facility Department plans to incorporate accessible counters, power door operators, assisted listening systems, accessible washrooms, ramps and more when completing interior renovations at all City facilities

5 Accessibility Plan

The Integrated Accessibility Standard Regulation (ONTARIO REGULATION 191/11) consists of 6 parts:

- I. General Requirements
- II. Information and Communications Standards
- III. Employment Standards
- IV. Transportation Standards
- V. Design of Public Spaces Standards (Accessibility Standards For the Built Environment)
- VI. Compliance

The following chart provides an overview of the timeline for compliance with the AODA Standards for a Broader Public Sector Organization with 50+ employees.

Timelines for Compliance with Accessibility Standards Broader Public Sector

2012	2013	2014	2015
Information and Communications <ul style="list-style-type: none"> • Emergency and public safety information 	General Requirements <ul style="list-style-type: none"> • Policies • Accessibility Plans • Procuring or acquiring goods, services or facilities • Kiosks 	General Requirements <ul style="list-style-type: none"> • Training 	Information and Communications <ul style="list-style-type: none"> • Accessible formats and communication supports
Employment <ul style="list-style-type: none"> • Workplace emergency information 	Information and Communications <ul style="list-style-type: none"> • Public Libraries 	Information and Communications <ul style="list-style-type: none"> • Accessible feedback 	2016 Design of Public Spaces <ul style="list-style-type: none"> • Recreational

		<p>processes</p> <ul style="list-style-type: none"> • New internet websites and web content on those sites must inform with WCAG 2.0 Level A 	<p>Trails and Beach Access Routes</p> <ul style="list-style-type: none"> • Outdoor Public Use Eating Areas and Play Spaces • Exterior Paths of Travel • Accessible Parking • Obtaining Services
<p>Transportation</p> <ul style="list-style-type: none"> • Transit stops • Storage of mobility aids • Companions and Children • Availability of information on accessibility equipment • General responsibilities • Emergency preparedness and response • Courtesy seating 	<p>Transportation</p> <ul style="list-style-type: none"> • Accessibility Plans • Coordinated services • Service disruptions • Visitors • Fare Parity (within same provider) • Alternative accessible method of transportation • Hours of service (within same provider) • Service delays • Duties of municipalities (bus stops/shelters) • Fare (payment options) 	<p>Employment</p> <ul style="list-style-type: none"> • Recruitment • Employees returning to work • Employee accommodation • Performance management, career development and deployment 	<p>2017 Transportation</p> <ul style="list-style-type: none"> • Pre-boarding and on-board announcements (electronic) • Categories of eligibility
		<p>Transportation</p> <ul style="list-style-type: none"> • Training 	<p>2021 Information and</p>

		<ul style="list-style-type: none"> • Trip restrictions • Fares, support persons • Eligibility application process (existing) • Booking • Emergency or compassionate grounds 	<p>Communications</p> <ul style="list-style-type: none"> • All internet websites and web content on those sites must conform with WCAG 2.0 Level AA, excluding live captioning

The City of Kenora’s plan for meeting the requirements of the applicable sections of the Integrated Accessibility Standard Regulation (IASR) is presented below.

2012 Compliance Requirements

5.1 Emergency Procedure, Plans or Public Safety Information (2012)

Safety is a priority for the City of Kenora and we strive to ensure that our facilities are safe for public visitors and employees. The City is required to make emergency procedures, plans or public safety information available in an accessible format or with appropriate communication supports, upon request.

Action Taken:

- The City of Kenora undertook a review of emergency procedures at each of its facilities to ensure that information was available in an accessible format or with appropriate communication supports, as soon as practicable, upon request;

Actions Planned:

- 72 Hour Emergency Preparedness Guides for People with Disabilities will be developed and made available from the City Clerk’s Office at City Hall or can be accessed on the City of Kenora website.

5.2 Workplace Emergency Response Information (2012)

Where the City of Kenora is aware that an employee has a disability and that there is a need for accommodation, individualized workplace emergency response information will be provided to the employee as soon as practicable if such information is necessary given the nature of the employee's disability.

Actions Planned:

- An employee-wide communique will be deployed to identify employees with disabilities requiring workplace emergency response assistance.
- Individualized workplace emergency plans will be prepared for employees who have disclosed a disability and who require accommodation.
- Review and revise individualized workplace emergency plans on an ongoing and regular basis

5.3 Transportation Specific Requirements (2012)

Transportation specific requirements for 2012 included items such as public information on accessible equipment and the use of that equipment, providing for safe disembarking of passengers and priority seating for persons with disabilities.

Action Taken:

- The City various Transportation Service providers have worked to ensure compliance with the accessibility legislation on behalf of the City.

2013 Compliance Requirements

5.4 Accessibility Policies (2013)

The City of Kenora Accessibility Policy has been updated to include the Integrated Accessibility Standards Regulation requirements and an organizational statement of commitment to meet the accessibility needs of persons with disabilities in a timely manner.

The policy is consistent with:

- Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11 (AODA)
- Ontario Regulation 191/11 Integrated Accessibility Standards (ISAR)
- Ontario Regulation 429/07 Accessibility Standards for Customer Service
- Ontarians with Disabilities Act, 2001, S.O. 2001, c. 32 (ODA)

- Human Rights Code, R.S.O. 1990, c. H.1

Actions Planned:

- Continue to review City policies and standard operation procedures to identify opportunities to integrate AODA requirements.

5.5 Accessibility Plan (2013)

The Multi-year Accessibility Plan was developed and will be reviewed with the Municipal Accessibility Advisory Committee and any recommendations will be added to the plan in consultation with the Municipal Accessibility Advisory Committee. The Accessibility Plan will be posted on the public website. An annual status report on the progress of measures taken to implement the City's strategy to prevent and remove barriers and meet its requirements under this Regulation will be prepared and posted on the City's website.

5.6 Procurement (2013)

The City of Kenora will incorporate accessibility criteria and features when procuring or acquiring goods, services or facilities, except when it is not practical to do so. An explanation will be provided upon request if it is determined that incorporation accessibility criteria and features is not practicable.

Action Taken:

- The City of Kenora's procurement template has been amended to include an AODA compliance condition.

Actions Planned:

- Develop tools to assist procurement staff determine applicable accessibility criteria and features and evaluate proposals with respect to those standards.

5.7 Self Kiosks (2013)

The City of Kenora will continue to incorporate accessibility features when designing, procuring or acquiring self-service kiosks.

5.8 Training (2013)

The City of Kenora is committed to implementing a process to ensure that all employees, volunteers, all other persons who provide goods, services or facilities on behalf of the City of Kenora and persons participation in the development and approval of the City of Kenora's policies, are provided with appropriate training on the requirements of the IASR and on the Ontario Human Rights Code as it pertains to persons with disabilities, and are provided with such training as soon as practicable. The training on the requirements of the accessibility standards and on the Human Rights Code will be appropriate to the duties of the employees, volunteers and other persons.

Actions Planned:

- Training on the requirements of the IASR and on the Ontario Human Rights Code as it pertains to persons with disabilities will be developed.
- All employees, volunteers, and persons participating in the development and approval of policies will be provided with training.
- The city will document and maintain a record of the training provided, including the dates that the training was provided and the number of individuals to whom it was provided;
- Training will be provided whenever changes to Accessibility Policies are made.

5.9 Transportation Specific Requirements (2013)

Transportation specific requirements for 2013 include items such as fare parity and hours of service between conventional and specialized transit, accessible equipment availability on all public transportation vehicles, service disruptions and delays and consultation requirements.

Action Taken:

- The City various Transportation Service providers have worked to ensure compliance with the accessibility legislation on behalf of the City.

2014 Compliance Requirements

5.10 Information and Communication Standards (2014)

The City of Kenora is committed to making information and communications accessible to persons with disabilities. The information we provide and the ways we communicate are key to delivering our programs and services to the public. The

City of Kenora will incorporate accessibility requirements under the Information and Communication Standard to ensure that its information and communications systems and platforms are accessible and are provided in accessible formats and with communication supports that meet the needs of persons with disabilities.

Action Taken:

- The City of Kenora has been working towards compliance with the Web Content Accessibility Guidelines (WCAG) 2.0 as required under the AODA in the development of its' websites since 2010.

Actions Planned:

- Updates to the current City of Kenora websites are planned to improve accessibility and to meet WCAG requirements.
- Conduct regular review of the City of Kenora website content for accessibility.
- Develop guidelines and best practices for creating accessible documents and work with staff who create documents for public use to create web-ready, accessible documents at source.
- Continue to respond to feedback with respect to accessibility at the City of Kenora through accessible feedback processes.
- Ensure that all new websites and web content meets Web Content Accessibility Guidelines 2.0 Level A with a goal of meeting AA requirements as soon as possible
- To continually improve accessibility of the City of Kenora information and communications by identifying accessibility barriers and striving for barrier removal.

5.11 Employment Standards (2014)

The City of Kenora is committed to creating an inclusive workplace and to ensure that accessibility for people with disabilities is included throughout the employment life cycle.

Actions Planned:

- Review current Human Resource policies and procedures with an accessibility perspective and ensure that the requirements of the Employment Standard and the Ontario Human Rights Code are met.
- Develop a barrier free recruitment strategy.
- Develop and document Individual Accommodation Plans for employees with disabilities.
- Continue to ensure that employees' individualized emergency protocols and individualized accommodation plans are reviewed on a regular basis.

- Develop a guide to the Accommodation of Disable Workers is available for all employees.
- The Human Resources Department has an established procedure for accommodating workers with disabilities.
- Develop a documented Return to Work process

5.12 Transportation Specific Requirements (2014)

Transportation specific requirements for 2014 include items such as timelines for specialized application process, and guidelines for the use of the specialized transit system.

Actions Planned:

- The City various Transportation Service providers will work to ensure compliance with the accessibility legislation on behalf of the City.

2015 Compliance Requirements

5.13 Accessible Formats and Communication Supports (2015)

The City of Kenora will, upon request, provide or arrange for the provision of accessible formats and communication supports for persons with disabilities in a timely manner and at a cost that is no more than the regular cost charged to other persons.

Actions Taken:

- Continue to use the accessible feedback and request mechanism as a means for enabling people with disabilities to request accessible formats or communication supports.

Actions Planned:

- Develop a mechanism for providing materials in an alternative format or with communication supports when requested.
- Update existing document templates to include accessibility requirements so that documents that regularly get posted to the website are accessible.

2016-2018 Compliance Requirements

5.14 Design of Public Spaces (2016)

On January 1, 2013, the Integrated Accessibility Standards Regulation was amended to include accessibility requirements for the Design of Public Spaces.

Beginning January 1, 2016 the City of Kenora will have to meet accessibility requirements when constructing and maintaining new or redeveloped elements of public spaces including:

- Recreational trails and beach access routes
- Outdoor eating areas for public use
- Outdoor play spaces (such as playgrounds)
- Exterior paths of travel (such as walkways across parks or between buildings) Accessible on-and off-street parking
- Service counters, queuing and waiting areas

Actions Planned:

- The City of Kenora, in conjunction with the Municipal Accessibility Advisory Committee will work on improving the accessibility of public spaces in advance of these requirements. Some examples include:
 - Accessibility Sidewalk Ramping Program.
 - Lift and Leven Program and Trip edge removal program

5.15 Transportation Specific Requirements (2016-2018)

Transportation specific requirements between 2016 and 2018 include items such as timelines for specialized application processes and guidelines for the use of the specialized transit system

Actions Planned:

- The City various Transportation Service providers will work to ensure compliance with the accessibility legislation on behalf of the City.

5.16 Internet Website Accessibility

All City of Kenora internet websites and web content must conform with WCAG 2.0 Level AA by January 1, 2021, other than,

- i. Success criteria 1.2.4 Captions (Live), and;
- ii. Success criteria 1.2.5 Audio Descriptions (Pre-recorded).

Actions Planned:

- Conduct web accessibility audits on all existing websites and web content in order to determine an accessibility compliance roadmap and remediation plan.

6 Measuring Results

6.1 Accessibility Reports

The City of Kenora will prepare accessibility reports for submission to the Ontario Government every 2 years with the first report due December 31, 2014. The report will include how we have met our goals, commitments and the legislative requirements for those periods, as laid out in the Plan. The report will be prepared in consultation with the municipal Accessibility Advisory Committee. The report will be available on our website and will be provided in alternate formats upon request.

6.2 Reviewing Feedback

We will also monitor and evaluate and feedback we have received throughout the year related to accessibility. This information may be integrated into our accessibility reports. Any comments on our accomplishments and plans are welcome and will be considered in our ongoing accessibility planning.

6.3 Revisions to the Multi-year Accessibility Plan

If through public consultation, feedback, and our own accessibility action and planning processes, we feel that the Multi-year Accessibility Plan needs revision, the City of Kenora will update it to reflect these insights. Revisions will be available on our website, and will be provided in alternate formats upon request.

7 Feedback welcome

We welcome inquiries and feedback about accessibility and the City of Kenora's efforts at meeting the Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Standard and the Integrated Accessibility Standards Regulation.

Visit/Mail: 1 Main Street South Kenora, Ontario P9N 3X2

Tel: 807-467-2000

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Email: service@kenora.ca

Alternate formats of this document are available free upon request.



December 2, 2013

City Council Committee Report

To: Mayor and Council

Fr: Lauren D'Argis, Corporate Services Manager

Re: Asset Management Plan for the City of Kenora – Initial Draft

Recommendation:

That Council approve for submission to the Province of Ontario, the Asset Management Plan as prepared by Public Sector Digest and further;

That Administration continue to improve the data underlying the plan and strategies with which to manage the City's infrastructure.

Background:

The City of Kenora's existing infrastructure is aging while demands are growing for better roads, bridges, sidewalks and water and sewer systems. The demands are in response to higher standards of safety, health, environmental protection, regulations and to some degree, growth.

The Minister of Infrastructure, Province of Ontario recognizes that the province has a role in meeting these infrastructure challenges. To work towards standardization and consistency in municipal asset management, the Minister has required that any municipality that applies for funding after January 1, 2014 must have a documented Asset Management Plan. For 2014, the plan only needs to include linear assets (roads, sewer and water assets) and the Water & Sewage Treatment plants.

Kenora's Asset Management Plan as prepared by Public Sector Digest is the initial draft. This is a living document that will require much updating and constant improvement. Before January 1, 2015, the remainder of Kenora's assets must be included.

Budget:

Administration plans to use current resources for the review, updating and improvements to this plan unless provincial funding specific to the plan becomes available.

Communication Plan/Notice By-law Requirements:

The Asset Management Plan will be forwarded as required with any infrastructure funding applications made by the City of Kenora starting January 1, 2014.

[insert cover pic here]

THE ASSET MANAGEMENT PLAN FOR THE CITY OF KENORA
2013

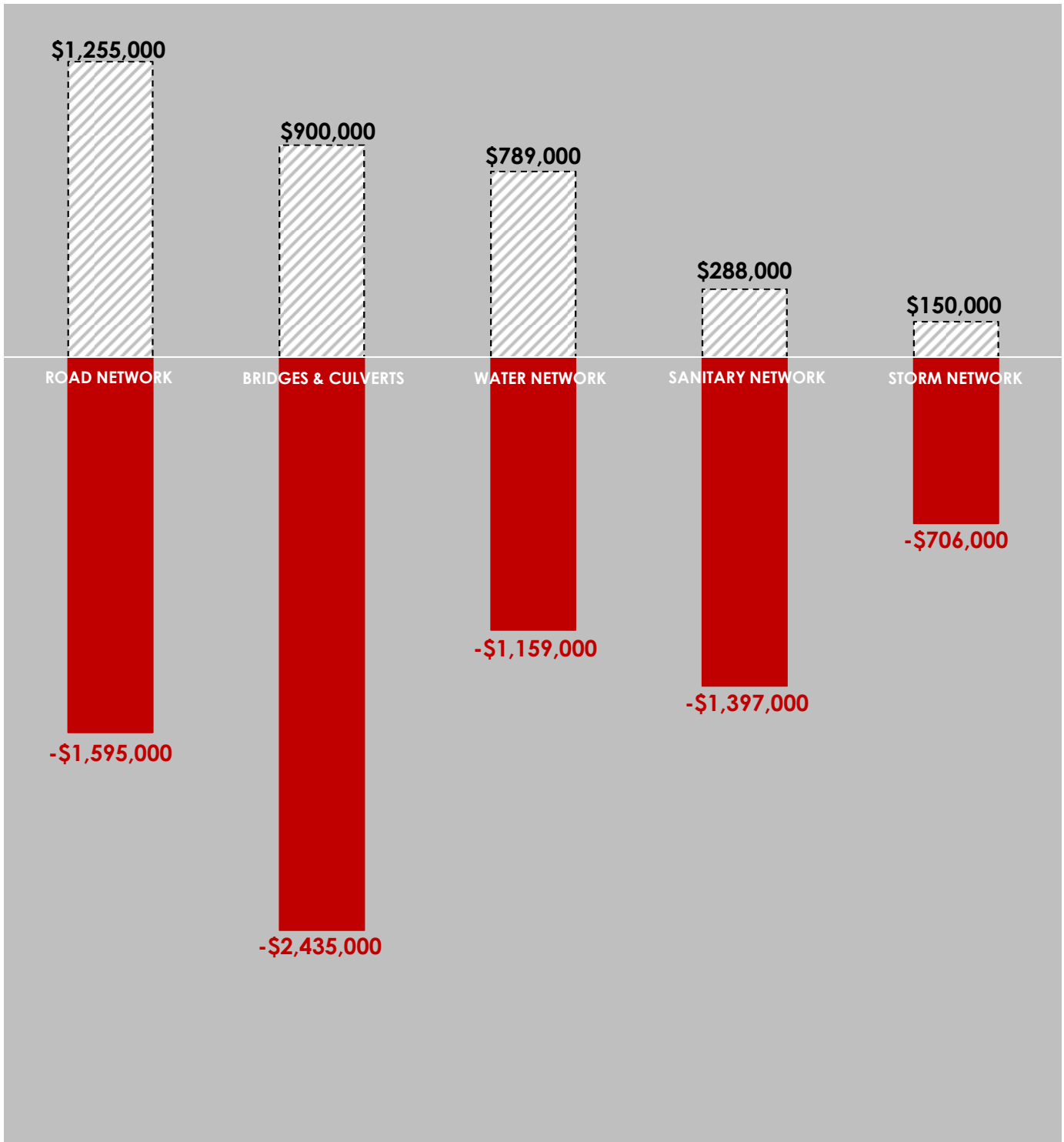
THE CITY OF KENORA
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KENORA, ONTARIO, P9N 3X2

SUBMITTED OCTOBER 2013
BY PUBLIC SECTOR DIGEST
250 YORK STREET, SUITE 310
LONDON, ONTARIO, N6A 6K2

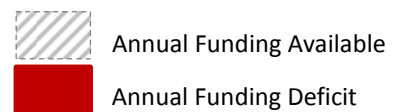
State of the Infrastructure

The City of Kenora

AVERAGE ANNUAL FUNDING REQUIRED vs. AVERAGE ANNUAL FUNDING AVAILABLE



Total Annual Deficit: \$7,292,000



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October 28, 2013

The City of Kenora
One Main Street South
Kenora, Ontario, P9N 3X2

Attention: Lauren D'Argis, Corporate Services Manager, & Charlotte Edie, Treasurer

We are pleased to submit the 2013 Asset Management Plan (AMP) for the City of Kenora. This AMP complies with the requirements as outlined within the provincial *Building Together Guide for Municipal Asset Management Plans*. It will serve as a strategic, tactical, and financial document, ensuring the management of the municipal infrastructure follows sound asset management practices and principles, while optimizing available resources and establishing desired levels of service. Given the broad and profound impact of asset management on the community, and the financial & administrative complexity involved in this ongoing process, we recommend that senior decision-makers from across the organization are actively involved in its implementation.

The performance of a community's infrastructure provides the foundation for its economic development, competitiveness, prosperity, reputation, and the overall quality of life for its residents. As such, we are appreciative of your decision to entrust us with the strategic direction of its infrastructure and asset management planning, and are confident that this AMP will serve as a valuable tool.

Sincerely,
The Public Sector Digest Inc.



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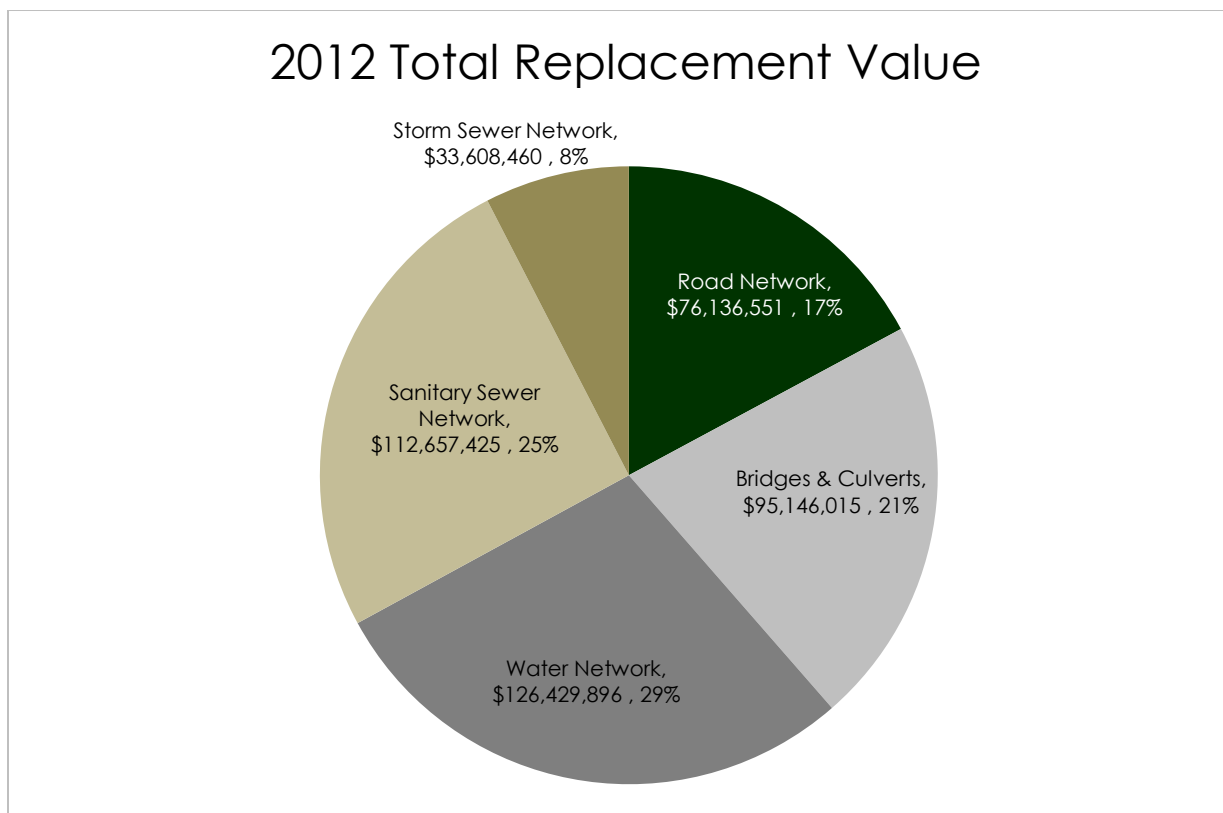
1.0 Executive Summary

The performance of a community's infrastructure provides the foundation for its economic development, competitiveness, prosperity, reputation, and the overall quality of life for its residents. Reliable and well-maintained infrastructure assets are essential for the delivery of critical core services for the citizens of a municipality.

A technically precise and financially rigorous asset management plan, diligently implemented, will mean that sufficient investments are made to ensure delivery of sustainable infrastructure services to current and future residents. The plan will also indicate the respective financial obligations required to maintain this delivery at established levels of service.

This Asset Management Plan (AMP) for the City of Kenora meets all requirements as outlined within the provincial *Building Together Guide for Municipal Asset Management Plans*. It will serve as a strategic, tactical, and financial document, ensuring the management of the municipal infrastructure follows sound asset management practices and principles, while optimizing available resources and establishing desired levels of service. Given the expansive financial and social impact of asset management on both a municipality, and its citizens, it is critical that senior decision-makers, including department heads as well as the chief executives, are strategically involved.

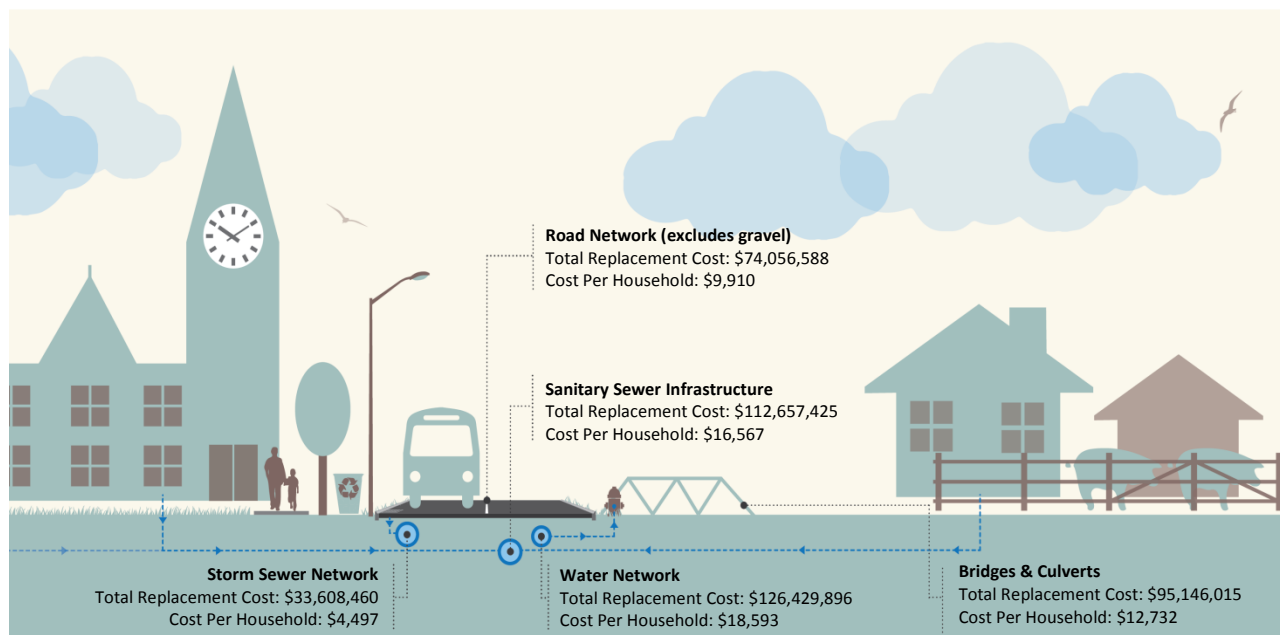
Measured in 2012 dollars, the replacement value of the asset classes analyzed totaled **\$444 million** for the City of Kenora.



While the municipality is responsible for the strategic direction, it is the taxpayer in Kenora who ultimately bears the financial burden. As such, a 'cost per household' (CPH) analysis was conducted for each of the asset classes to determine the financial obligation of each household in sharing the replacement cost of the municipality's assets. Such a measurement can serve as an excellent communication tool for both the administration and the council in communicating the importance of asset management to the citizen. The diagram below illustrates the total CPH, as well as the CPH for individual asset classes.

Infrastructure Replacement Cost Per Household

Total: \$62,299 per household



In assessing the municipality's state of the infrastructure, we examined, and graded, both the current condition (Condition vs. Performance) of the asset classes as well as the municipality's financial capacity to fund the asset's average annual requirement for sustainability (Funding vs. Need). We then generated the municipality's infrastructure report card. The municipality received a **cumulative GPA of 'F'**, with an **annual infrastructure deficit of \$7.3 million**. The municipality earned an 'F' on the Funding vs. Need dimension in all asset categories, indicating that funding is critically low. In fact, the municipality's highest annual funding percentage was 44%, calculated in the road network category.

Kenora's grades on the Condition vs. Performance dimension were relatively uniform. The municipality earned a 'C' in the road, sanitary, and water networks, and a 'C+' in its bridges and culverts assets. These ratings suggest that the assets are, on average, in 'fair' condition, showing signs of deterioration and possible compromise in function is also evident. The municipality earned a 'D+' in the storm network, indicating serious deterioration and that function is either currently inadequate, or on the precipice of being so.

In order for an AMP to be effectively put into action, it must be integrated with financial planning and long-term budgeting. We have developed scenarios that would enable Kenora to achieve full funding within 5 years or 10 years for the following: tax funded assets, including road network (paved roads), bridges & culverts, storm sewer network, and; rate funded assets, including water network, and sanitary sewer network.

The average annual investment requirement for paved roads, bridges & culverts and storm sewers is \$7,041,000. Annual revenue currently allocated to these assets is \$2,305,000 leaving an annual deficit of \$4,736,000. To put it another way, these infrastructure categories are currently funded at 33% of their long-term requirements. Kenora has annual tax revenues of \$21,627,000 in 2013. Full funding would require an

increase in tax revenue of 22.0% over time. We recommend a 10 year which involves full funding being achieved over 10 years by:

- a) increasing tax revenues by 2.2% each year for the next 10 years solely for the purpose of phasing in full funding to the three asset categories covered by this AMP.
- b) allocating 100% of the federal gas tax revenue (currently \$900,000) to the bridges and culverts category.
- c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

The average annual investment requirement for sanitary and water services is \$3,633,000. Annual revenue currently allocated to these assets for capital purposes is \$1,077,000 leaving an annual deficit of \$2,556,000. To put it another way, these infrastructure categories are currently funded at 30% of their long-term requirements. In 2013, Kenora has annual sanitary revenues of \$2,969,000 and water revenues of \$3,080,000. Full funding would require an increase in sanitary rates by 47.1% over time and water rates by 37.6% over time

Kenora has already recognized the infrastructure deficits in the water and sanitary categories for some time now, and approved 10% increases to both user fees for the six years 2012 to 2017. Further, Kenora's debt payments will decrease by \$91,000 for water services over the next 10 years. Our recommendations include the consideration of capturing that decrease in cost and allocating it to the infrastructure deficits, as well as Kenora's previous decision to approve the above rate increase. We recommend the following:

- a) **Sanitary services:**
As already planned, the city should continue increasing rate revenues by 10.0% per year for the four years 2014 to 2017 and re-evaluating the increases required in 2018 at the appropriate time. With the compounding effect of the 10% increases and assuming inflation at 2.0%, we estimate that 2018 would require a 4.5% increase to reach full funding.
- b) **Water services:**
As already planned, the city should continue increasing rate revenues by 10.0% per year but only for the three years 2014 to 2016 and re-evaluating the increases required in 2017 at the appropriate time. With the compounding effect of the 10% increases and assuming inflation at 2.0%, we estimate that 2018 would require a 7.4% increase to reach full funding.
- c) Once full funding has been achieved, increasing future infrastructure budgets by the applicable inflation index on an annual basis.

Due to the relatively low level of reserves for the asset categories covered by this AMP, the scenarios developed in this report do not draw on the above reserves during the phase-in period to full funding. This, coupled with Kenora's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for emergency situations until reserves are built to desired levels. This will allow the City of Kenora to address high priority infrastructure investments in the short to medium-term.

2.0 Introduction

This Asset Management Plan meets all provincial requirements as outlined within the Ontario Building Together Guide for Municipal Asset Management Plans. As such, the following key sections and content are included:

1. Executive Summary and Introduction
2. State of the Current Infrastructure
3. Desired Levels of Service
4. Asset Management Strategy
5. Financial Strategy

The following asset classes are addressed:

1. **Road Network:** Paved, surface treated and gravel
2. **Bridges & Culverts:** Bridges, large culverts, and small culverts
3. **Water Network:** Water mains, hydrants, meters, valves, treatment plant, and booster stations
4. **Sanitary Sewer Network:** Sanitary sewer mains, manholes, treatment plant, and pumping/lift stations
5. **Storm Sewer Network:** Storm sewer mains, catch basins, and manholes

Municipalities are encouraged to cover all asset classes in future iterations of the AMP.

This asset management plan will serve as a strategic, tactical, and financial document ensuring the management of the municipal infrastructure follows sound asset management practices and principles, while optimizing available resources and establishing desired levels of service.

At a strategic level, within the State of the Current Infrastructure section, it will identify current and future challenges that should be addressed in order to maintain sustainable infrastructure services on a long-term, lifecycle basis.

It will outline a Desired Level of Service (LOS) Framework for each asset category to assist the development and tracking of LOS through performance measures across strategic, financial, tactical, operational, and maintenance activities within the organization.

At a tactical level, within the Asset Management Strategy section, it will develop an implementation process to be applied to the needs-identification and prioritization of renewal, rehabilitation, and maintenance activities, resulting in a 10 year plan that will include growth projections.

At a financial level, within the Financial Strategy section, a strategy will be developed that fully integrates with other sections of this asset management plan, to ensure delivery and optimization of the 10 year infrastructure budget.

Through the development of this plan, all data, analysis, lifecycle projections, and budget models will be provided through the Public Sector Digest's CityWide suite of software products. The software and plan will be synchronized, will evolve together, and therefore, will allow for ease of updates, and annual reporting of performance measures and overall results.

This will allow for continuous improvement of the plan and its projections. It is therefore recommended that the plan be revisited and updated on an annual basis, particularly as more detailed information becomes available.

2.1 Importance of Infrastructure

Municipalities throughout Ontario, large and small, own a diverse portfolio of infrastructure assets that in turn provide a varied number of services to their citizens. The infrastructure, in essence, is a conduit for the various public services the municipality provides, e.g., the roads supply a transportation network service; the water infrastructure supplies a clean drinking water service. A community's prosperity, economic

development, competitiveness, image, and overall quality of life are inherently and explicitly tied to the performance of its infrastructure.

2.2 Asset Management Plan (AMP) - Relationship to Strategic Plan

The major benefit of strategic planning is the promotion of strategic thought and action. A strategic plan spells out where an organization wants to go, how it is going to get there, and helps decide how and where to allocate resources, ensuring alignment to the strategic priorities and objectives. It will help identify priorities and guide how municipal tax dollars and revenues are spent into the future.

The strategic plan usually includes a vision and mission statement, and key organizational priorities with alignment to objectives and action plans. Given the growing economic and political significance of infrastructure, the asset management plan will become a central component of most municipal strategic plans, influencing corporate priorities, objectives, and actions.

2.3 AMP - Relationship to other Plans

An asset management plan is a key component of the municipality's planning process linking with multiple other corporate plans and documents. For example:

- **The Budget** – The AMP should utilize and influence the land use policy directions for long-term growth and development as provided through the budget.
- **Long Term Financial Plan** – The AMP should both utilize and conversely influence the financial forecasts within the long-term financial plan.
- **Capital Five Year Plan** – The decision framework and infrastructure needs identified in the AMP form the basis on which future capital plans are prepared.
- **Infrastructure Master Plans** – The AMP will utilize goals and projections from infrastructure master plans and in turn will influence future master plan recommendations.
- **By-Laws, standards, and policies** – The AMP will influence and utilize policies and by-laws related to infrastructure management practices and standards.
- **Regulations** – The AMP must recognize and abide by industry and senior government regulations.
- **Business Plans** – The service levels, policies, processes, and budgets defined in the AMP are incorporated into business plans as activity budgets, management strategies, and performance measures.

2.4 Purpose and Methodology

The following diagram depicts the approach and methodology, including the key components and links between those components that embody this asset management plan:



It can be seen from the above that a municipality's infrastructure planning starts at the corporate level with ties to the strategic plan, alignment to the community's expectations, and compliance with industry and government regulations.

Then, through the State of the Infrastructure analysis, overall asset inventory, valuation, condition and performance are reported. In this initial AMP, due to a lack of current condition data for the majority of asset classes, present performance and condition are estimated by using the current age of the asset in comparison to its overall useful design life. The exception in Kenora's case is that the city has provided condition data for 100% of its large bridge substructures and superstructures. In future updates to this AMP, accuracy of reporting will be significantly increased through the use of holistically captured condition data. Also, a lifecycle analysis of needs for each infrastructure class is conducted. This analysis yields the sustainable funding level, compared against actual current funding levels, and determines whether there is a funding surplus or deficit for each infrastructure program. The overall measure of condition and available funding is finally scored for each asset class and presented as a star rating (similar to the hotel star rating) and a letter grade (A-F) within the Infrastructure Report card.

From the lifecycle analysis above, the municipality gains an understanding of the level of service provided today for each infrastructure class and the projected level of service for the future. The next section of the AMP provides a framework for a municipality to develop a Desired Level of Service (or target service level) and develop performance measures to track the year-to-year progress towards this established target level of service.

The Asset Management Strategy then provides a detailed analysis for each infrastructure class. Included in this analysis are best practices and methodologies from within the industry which can guide the overall management of the infrastructure in order to achieve the desired level of service. This section also provides an overview of condition assessment techniques for each asset class; lifecycle interventions required, including those interventions that yield the best return on investment; and prioritization techniques, including risk quantification, to determine which priority projects should move forward into the budget first.

The Financing Strategy then fully integrates with the asset management strategy and asset management plan, and provides a financial analysis that optimizes the 10 year infrastructure budget. All revenue sources available are reviewed, such as the tax levy, debt allocations, rates, reserves, grants, federal gas tax, development charges, etc., and necessary budget allocations are analysed to inform and deliver the infrastructure programs.

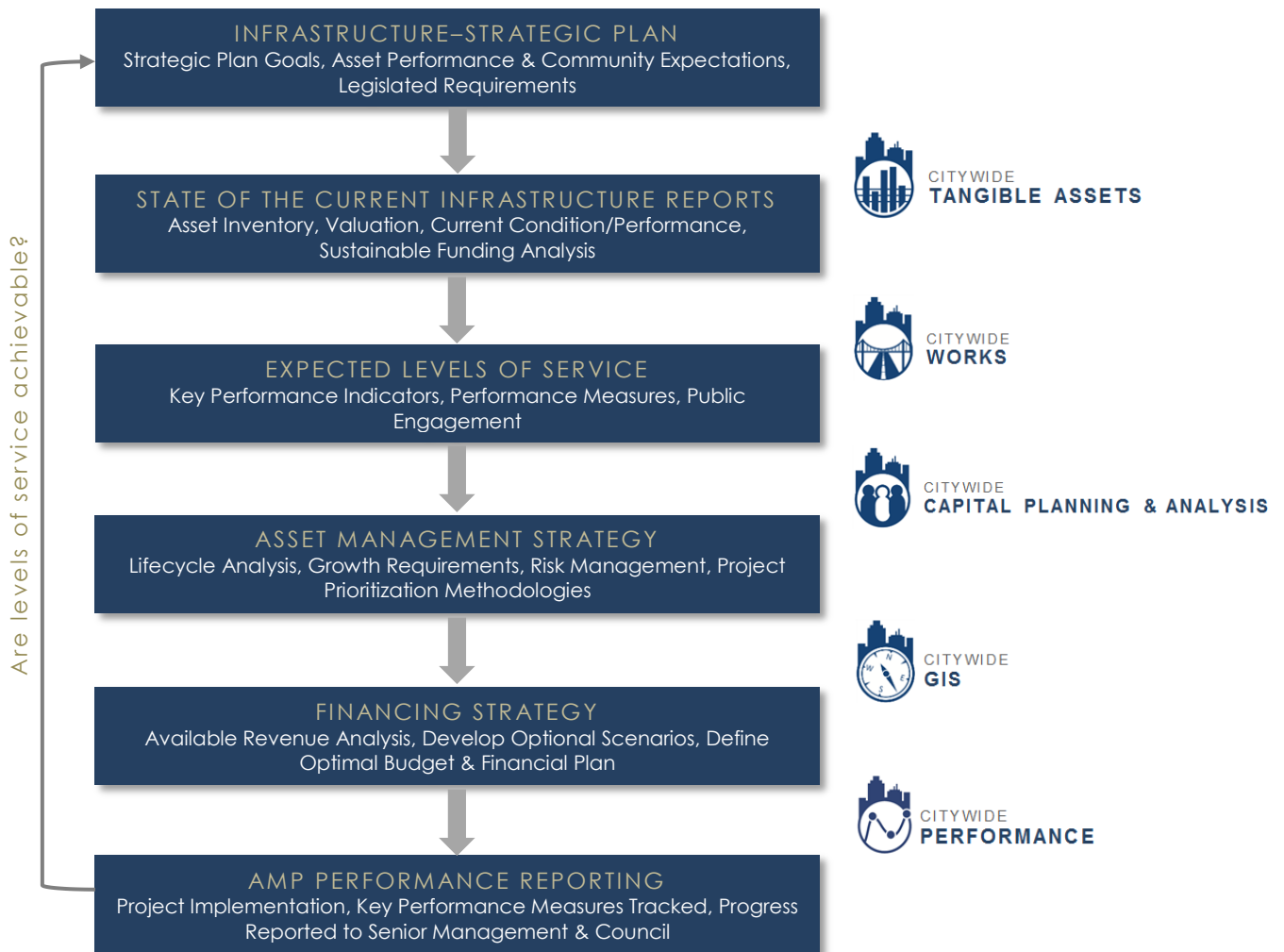
Finally, in subsequent updates to this AMP, actual project implementation will be reviewed and measured through the established performance metrics to quantify whether the desired level of service is achieved or achievable for each infrastructure class. If shortfalls in performance are observed, these will be discussed and alternate financial models or service level target adjustments will be presented.

2.5 CityWide Software alignment with AMP

The plan will be built and developed hand in hand with a database of municipal infrastructure information in the CityWide software suite of products. The software will ultimately contain the municipality's asset base, valuation information, lifecycle activity predictions, costs for activities, sustainability analysis, project prioritization parameters, key performance indicators and targets, 10 year asset management strategy, and the financial plan to deliver the required infrastructure budget.

The software and plan will be synchronized, and will evolve together year-to-year as more detailed information becomes available. This synchronization will allow for ease of updates, modeling and scenario building, and annual reporting of performance measures and results. This will allow for continuous improvement of the plan and its projections. It is therefore recommended that it is revisited and updated on an annual basis.

The following diagram outlines the various CityWide software products and how they align to the various components of the AMP.



3.0 State of the Infrastructure (SOTI)

3.1 Objective and Scope

Objective: To identify the state of the municipality's infrastructure today and the projected state in the future if current funding levels and management practices remain status quo.

The analysis and subsequent communication tools will outline future asset requirements, will start the development of tactical implementation plans, and ultimately assist the organization to provide cost effective sustainable services to the current and future community.

The approach was based on the following key industry state of the infrastructure documents:

- Canadian Infrastructure Report Card
- City of Hamilton's State of the Infrastructure reports
- Other Ontario Municipal State of the Infrastructure reports

The above reports are themselves based on established principles found within key, industry best practices documents such as:

- The National Guide for Sustainable Municipal Infrastructure (Canada)
- The International Infrastructure Management Manual (Australia / New Zealand)
- American Society of Civil Engineering Manuals (U.S.A.)

Scope: Within this State of the Infrastructure report, a high level review will be undertaken for the following asset classes:

1. **Road Network:** Paved, surface treated and gravel
2. **Bridges & Culverts:** Bridges, large culverts, and small culverts
3. **Water Network:** Water mains, hydrants, meters, valves, treatment plant, and booster stations
4. **Sanitary Sewer Network:** Sanitary sewer mains, manholes, treatment plant, and pumping/lift stations
5. **Storm Sewer Network:** Storm sewer mains, catch basins, and manholes

3.2 Approach

The asset classes above were reviewed at a very high level due to the nature of data and information available. Subsequent detailed reviews of this analysis are recommended on an annual basis, as more detailed conditions assessment information becomes available for each infrastructure program.

3.2.1 Base Data

In order to understand the full inventory of infrastructure assets within Kenora, all tangible capital asset data, as collected to meet the PSAB 3150 accounting standard, was loaded into the CityWide Tangible Asset™ software module. This data base now provides a detailed and summarized inventory of assets as used throughout the analysis within this report and the entire Asset Management Plan.

3.2.2 Asset Deterioration Review

The municipality has supplied condition data for 100% of the large bridge superstructures and substructures. The condition data recalculates a new performance age for each individual asset and, as such, a far more accurate prediction of future replacement can be established and applied to the future investment requirements within this AMP report.

For those assets without condition data, i.e., the roads, small culverts, sanitary, water and storm assets, the deterioration review will rely on the 'straight line' amortization schedule approach provided from the accounting data. Although this approach is based on age and useful life projections, and is not as

accurate as the use of detailed condition data, it does provide a relatively reliable benchmark of future requirements.

3.2.3 Identify Sustainable Investment Requirements

A gap analysis was performed to identify sustainable investment requirements for each asset category. Information on current spending levels and budgets was acquired from the organization, future investment requirements were calculated, and the gap between the two was identified.

The above analysis is performed by using investment and financial planning models, and lifecycle costing analysis, embedded within the CityWide software suite of applications.

3.2.4 Asset Rating Criteria

Each asset category will be rated on two key dimensions:

- **Condition vs. Performance:** Based on the condition of the asset today and how well performs its function.
- **Funding vs. Need:** Based on the actual investment requirements to ensure replacement of the asset at the right time, versus current spending levels for each asset group.

3.2.5 Infrastructure Report Card

The dimensions above will be based on a simple 1–5 star rating system, which will be converted into a letter grading system ranging from A-F. An average of the two ratings will be used to calculate the combined rating for each asset class. The outputs for all municipal assets will be consolidated within the CityWide software to produce one overall Infrastructure Report Card showing the current state of the assets.

Grading Scale: Condition vs. Performance			
What is the condition of the asset today and how well does it perform its function?			
Star Rating	Letter Grade	Color Indicator	Description
★★★★★	A		Excellent: No noticeable defects
★★★★	B		Good: Minor deterioration
★★★	C		Fair: Deterioration evident, function is affected
★★	D		Poor: Serious deterioration. Function is inadequate
★	F		Critical: No longer functional. General or complete failure

Grading Scale: Funding vs. Need		
Based on the actual investment requirements to ensure replacement of the asset at the right time, versus current spending levels for each asset group.		
Star Rating	Letter Grade	Description
★★★★★	A	Excellent: 91 to 100% of need
★★★★	B	Good: 76 to 90% of need
★★★	C	Fair: 61 to 75% of need
★★	D	Poor: 46 – 60% of need
★	F	Critical: under 45% of need

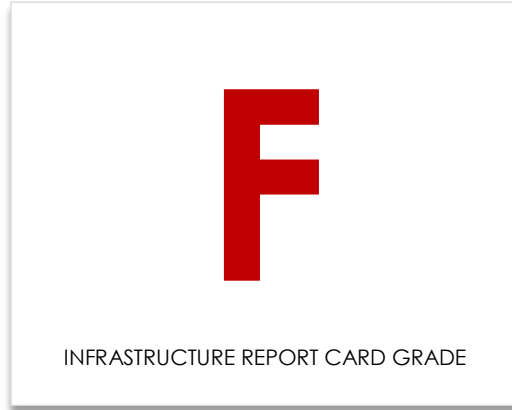
3.2.6 General Methodology and Reporting Approach

The report will be based on the seven key questions of asset management as outlined within the National Guide for Sustainable Municipal Infrastructure:

- What do you own and where is it? (inventory)
- What is it worth?? (valuation / replacement cost)
- What is its condition / remaining service life? (function & performance)
- What needs to be done? (maintain, rehabilitate, replace)
- When do you need to do it? (useful life analysis)
- How much will it cost? (investment requirements)
- How do you ensure sustainability? (long-term financial plan)

The above questions will be answered for each individual asset category in the following report sections.

3.3 Road Network



3.3 Road Network

Note: The financial analysis in this section includes paved and surface treated roads. Gravel roads are excluded from the capital replacement analysis, as by nature, they require perpetual maintenance activities and funding. However, the gravel roads have been included in the Road Network inventory and replacement value tables. There is also further information regarding gravel roads in section 3.4 Gravel Roads – Maintenance Requirements of this AMP.

3.3.1 What do we own?

As shown in the summary table below, the entire network comprises approximately 957km of roads.

Road Network Inventory		
Asset Type	Asset Component	Quantity/Units
Road Network	Gravel Roads	162,710m ²
	Paved Alleys	20,987m ²
	Paved Roads	541,150m ²
	Surface Treated	292,265m ²
	Sidewalks - Brick	22,176m ²
	Sidewalks - Concrete	80,813m ²
	Guide Rails	63
	Street Lights	1,675
	Traffic Signals	9
	Signs	6

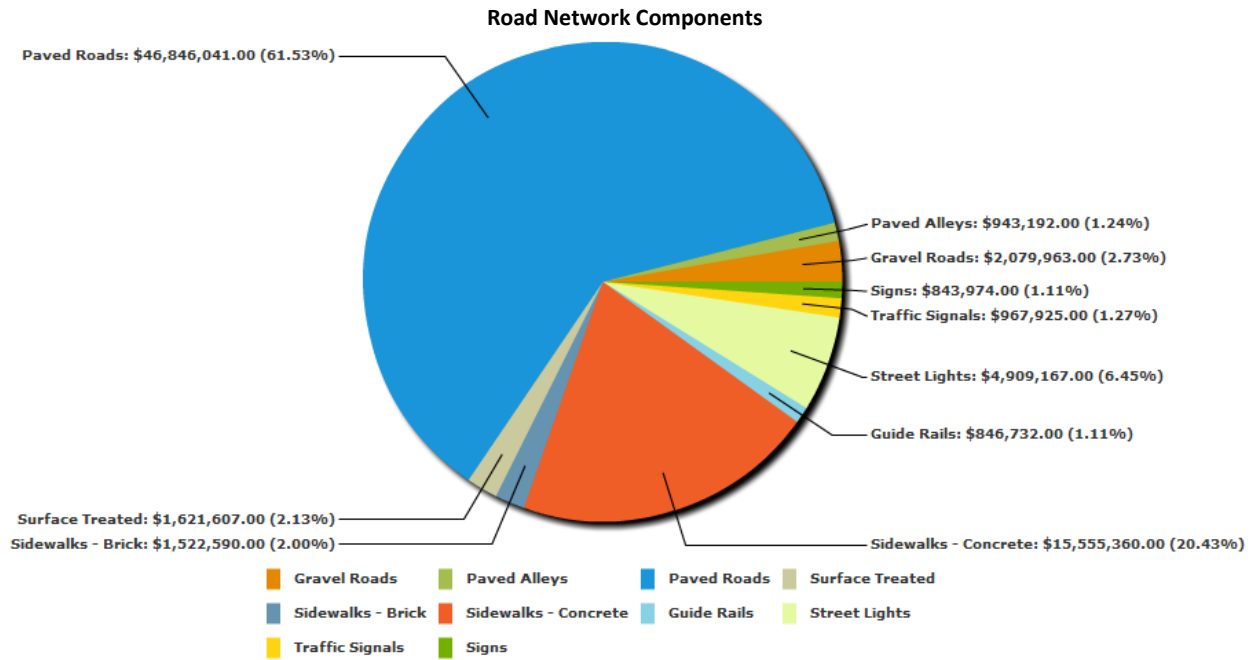
The road network data was extracted from the Tangible Capital Asset and G.I.S. modules of the CityWide software suite.

3.3.2 What is it worth??

The estimated replacement value of the road network, in 2012 dollars, is approximately \$76.1 million. The cost per household for the road network is \$9,910 based on 7,473 households and a replacement cost of \$74.1 million (excludes gravel).

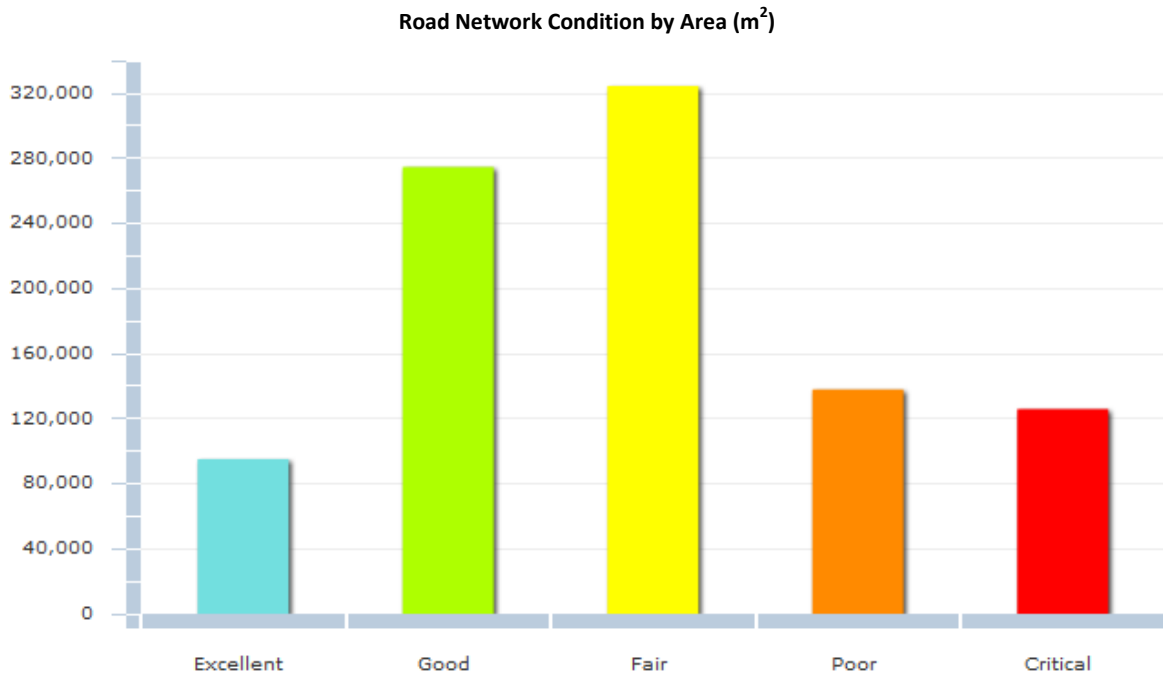
Road Network Replacement Value				
Asset Type	Asset Component	Quantity/Units	2012 Unit Replacement Cost	2012 Overall Replacement Cost
Road Network	Gravel Roads	162,710m ²	Flat-Rate 3%	\$2,079,963
	Paved Alleys	20,987m ²	Flat-Rate 3%	\$943,192
	Paved Roads	541,150m ²	Flat-Rate 3%	\$46,846,041
	Surface Treated	292,265m ²	Flat-Rate 3%	\$1,621,607
	Sidewalks - Brick	22,176m ²	Flat-Rate 3%	\$1,522,590
	Sidewalks - Concrete	80,813m ²	Flat-Rate 3%	\$15,555,360
	Guide Rails	63	Flat-Rate 3%	\$846,732
	Street Lights	1,675	Flat-Rate 3%	\$4,909,167
	Traffic Signals	9	Flat-Rate 3%	\$967,925
	Signs	6	Flat-Rate 3%	\$843,974
				\$76,136,551

The pie chart below provides a breakdown of each of the network components to the overall system value.



3.3.3 What condition is it in?

While more than 70% of the municipality's roads and sidewalk network is in fair to excellent condition, the remaining is in poor to critical condition. Further, nearly 90% of the appurtenances are in poor to critical condition. As such, the municipality received a Condition vs. Performance rating of 'C'.



3.3.4 What do we need to do to it?

There are generally four distinct phases in an asset's lifecycle that require specific types of attention and lifecycle activity. These are presented at a high level for the road network below. Further detail is provided in the Asset Management Strategy section of this AMP.

Addressing Asset Needs		
Phase	Lifecycle Activity	Asset Life Stage
Minor maintenance	Activities such as inspections, monitoring, sweeping, winter control, etc.	1 st Qtr
Major maintenance	Activities such as repairing pot holes, grinding out roadway rutting, and patching sections of road.	2 nd Qtr
Rehabilitation	Rehabilitation activities such as asphalt overlays, mill and paves, etc.	3 rd Qtr
Replacement	Full road reconstruction	4 th Qtr

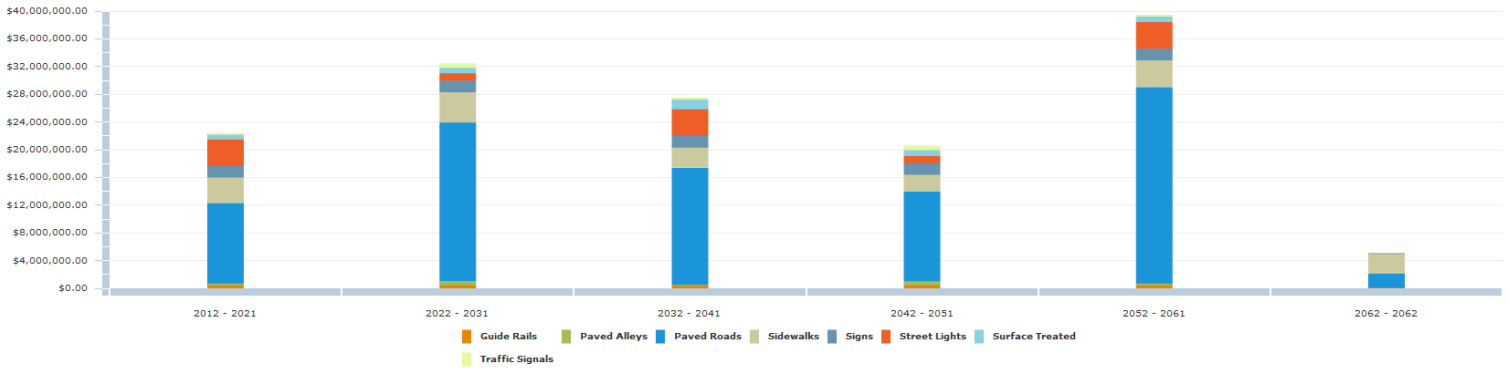
3.3.5 When do we need to do it?

For the purpose of this report, 'useful life' data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets. These needs are calculated and quantified in the system as part of the overall financial requirements.

Asset Useful Life in Years		
Asset Type	Asset Component	Useful Life in Years
Road Network	Gravel Roads	10
	Paved Alleys	25
	Paved Roads	25
	Surface Treated	15
	Sidewalks - Brick	40
	Sidewalks - Concrete	50
	Guide Rails	20
	Street Lights	20
	Traffic Signals	20
	Signs	5

As field condition information becomes available, the data can be loaded into the CityWide system to increase the accuracy of current asset age and, therefore, that of future replacement requirements. The following graph shows the projection of road network replacement costs based upon condition data and the performance age of the asset.

Road Network Replacement Profile (excludes gravel roads)



3.3.6 How much money do we need?

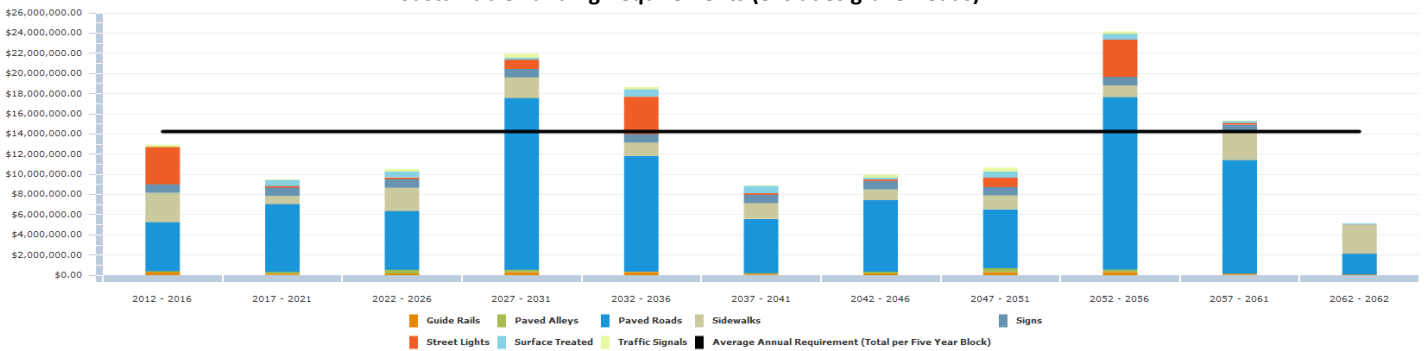
The analysis completed to determine capital revenue requirements was based on the following constraints and assumptions:

1. Replacement costs are based upon the unit costs identified within the What is it worth? section.
2. The timing for individual road replacement was defined by the replacement year as described in the When do you need to do it? section.
3. All values are presented in 2012 dollars.
4. The analysis was run for a 50 year period to ensure all assets went through at least one iteration of replacement, therefore providing a sustainable projection.

3.3.7 How do we reach sustainability?

Based upon the above parameters, the average annual revenue required to sustain Kenora's paved road network is approximately **\$2,850,000**. Based on Kenora's current annual funding of **\$1,255,000**, there is an annual **deficit of \$1,595,000**. Given this deficit, the municipality received a Funding vs. Need rating of 'F'. The following graph illustrates the expenditure requirements in five year increments against the sustainable funding threshold line.

Sustainable Funding Requirements (excludes gravel roads)



In conclusion, based on age data only, there is a significant portion of the road network in excellent and good condition. However, there are also considerable needs within the road network that must be addressed totaling approximately \$13 million in the next 5 years. In establishing field condition assessment programs, and from a risk perspective, the road network should be a priority for the municipality. A condition assessment program will aid in prioritizing overall needs for rehabilitation and replacement and will assist with optimizing the long and short term budgets. Further detail is outlined within the asset management strategy section of this AMP.

3.3.8 Recommendations

The municipality received an overall rating of 'F' for its road network, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A condition assessment program should be established for the entire paved road network to gain a better understanding of current condition and performance as outlined further within the Asset Management Strategy section of this AMP.
2. As approximately 15% of the municipality's road network is gravel roads, a detailed study should be undertaken to assess the overall maintenance costs of gravel roads and whether there is benefit to converting some gravel roads to paved , or surface treated roads, thereby reducing future costs. This is further outlined within the Gravel Roads – Maintenance Requirements and Asset Management Strategy section of this AMP.
3. Once the above studies are complete or underway, the condition data should be loaded into the CityWide software and an updated current state of the infrastructure analysis should be generated.
4. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of operating and maintenance activities and be added to future AMP reporting.
5. The Infrastructure Report Card should be updated on an annual basis.



3.4 Gravel Roads – Maintenance Requirements

3.4.1 Introduction

Paved roads are usually designed and constructed with careful consideration given to the correct shape of the cross section. Once paving is complete the roadway will keep its general shape for the duration of its useful life. Gravel roads are quite different. Many have poor base construction, will be prone to wheel track rutting in wet weather, and traffic will continually displace gravel from the surface to the shoulder area, even the ditch, during wet and dry weather. Maintaining the shape of the road surface and shoulder is essential to ensure proper performance and to provide a sufficient level of service for the public.

Therefore, the management of gravel roads is not through major rehabilitation and replacement, but rather through good perpetual maintenance and some minor rehabilitation which depend on a few basic principles: proper techniques and cycles for grading; the use and upkeep of good surface gravel; and, dust abatement and stabilization.

3.4.2 Maintaining a Good Cross Section

In order to maintain a gravel road properly, a good cross section is required consisting of a crowned driving surface, a shoulder with correct slope, and a ditch. The crown of the road is essential for good drainage. A road with no crown, or insufficient crown, will cause water to collect on the surface during a rainfall, will soften the crust, and ultimately lead to rutting which will become severe if the subgrade also softens. Even if the subgrade remains firm, traffic will cause depressions in the road where water collects and the road will develop potholes. It is a generally accepted industry standard that 1.25cm per 12cm (one foot), approximately 4%, on the cross slope is ideal for road crown.

The road shoulder serves some key functions. It supports the edge of the travelled portion of the roadway, provides a safe area for drivers to regain control of vehicles if they are forced to leave the road, and finally, carries water further away from the road surface. The shoulder should ideally meet the edge of the roadway at the same elevation and then slope away gradually towards the ditch.

The ditch is the most important and common drainage structure for gravel roads. Every effort should be made to maintain a minimal ditch. The ditch should be kept free of obstructions such as eroded soil, vegetation or debris.

3.4.3 Grading Operations

Routine grading is the activity that ensures gravel roadways maintain a good cross section or proper profile. The three key components to good grading are: operating speed, blade angle, and blade pitch.

Excessive operating speed can cause many problems such as inconsistent profile, and blade movement or bouncing that can cut depressions and leave ridges in the road surface. It is generally accepted that grader speed should not exceed 8km per hour. The angle of the blade is also critical for good maintenance and industry standards suggest the optimal angle is between 30 and 45 degrees. Finally, the correct pitch or tilt of the blade is very important. If the blade is pitched back too far, the material will tend to build up in front of the blade and will not fall forward, which mixes the materials, and will move along and discharge at the end of the blade.

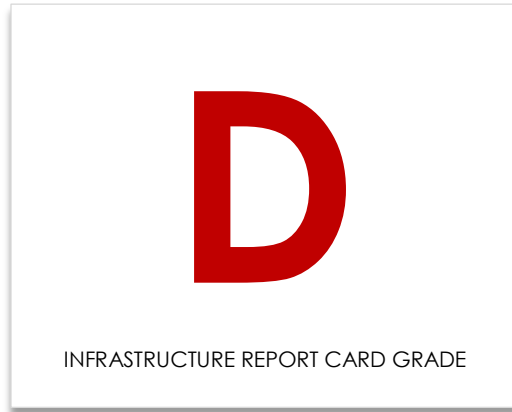
3.4.4 Good Surface Gravel

Once the correct shape is established on a roadway and drainage matters are taken care of, attention must be given to the placement of good gravel. Good surface gravel requires a percentage of stone which gives strength to support loads, particularly in wet weather. It also requires a percentage of sand size particles to fill the voids between the stones which provide stability. And finally, a percentage of plastic fines are needed to bind the material together which allows a gravel road to form a crust and shed water. Typical municipal maintenance routines will include activities to ensure a good gravel surface through both spot repairs (often annually) and also re-graveling of roadways (approximately every five years).

3.4.5 Dust Abatement and stabilization

A typical maintenance activity for gravel roads also includes dust abatement and stabilization. All gravel roads will give off dust at some point, although the amount of dust can vary greatly from region to region. The most common treatment to reduce dust is the application of Calcium Chloride, in flake or liquid form, or Magnesium Chloride, generally just in liquid form. Of course, there are other products on the market as well. Calcium and Magnesium Chloride can be very effective if used properly. They are hygroscopic products which draw moisture from the air and keep the road surface constantly damp. In addition to alleviating dust issues, the continual dampness also serves to maintain the loss of fine materials within the gravel surface, which in turn helps maintain road binding and stabilization. A good dust abatement program can actually help waterproof and bind the road, in doing so can reduce gravel loss, and therefore, reduce the frequency of grading.

3.5 Bridges & Culverts



3.5 Bridges & Culverts

3.5.1 What do we own?

The table below outlines the municipality's inventory of bridges and culverts.

Bridges & Culverts Inventory		
Asset Type	Asset Component	Quantity/Units
Bridges & Culverts	Substructures	20
	Superstructures	21
	Culverts	374
	Culverts - CSP	5
	Culverts - Concrete PE/PVC	3
	Culverts - Precast Concrete Box	1

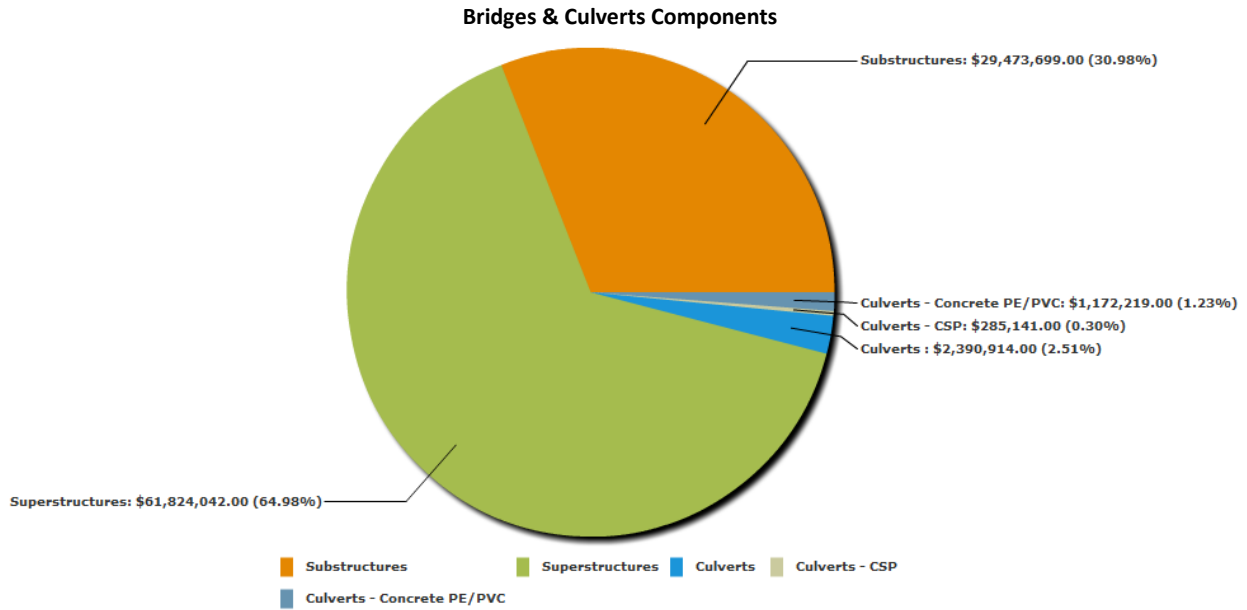
The bridges & culverts data was extracted from the Tangible Capital Asset and G.I.S. modules of the CityWide software suite.

3.5.2 What is it worth??

The estimated replacement value of the municipality's bridges & culverts, in 2012 dollars, is approximately \$95.1 million. The cost per household for bridges & culverts is \$12,732 based on 7,473 households.

Bridges & Culverts Replacement Value				
Asset Type	Asset Component	Quantity/Units	2012 Unit Replacement Cost	2012 Replacement Cost
Bridges & Culverts	Substructures	20	Flat-Rate 3%	\$29,473,699
	Superstructures	21	Flat-Rate 3%	\$61,824,042
	Culverts	374	Flat-Rate 3%	\$2,390,914
	Culverts - CSP	5	Flat-Rate 3%	\$285,141
	Culverts - Concrete PE/PVC	3	Flat-Rate 3%	\$930,389
	Culverts - Precast Concrete Box	1	Flat-Rate 3%	\$241,830
				\$95,146,015

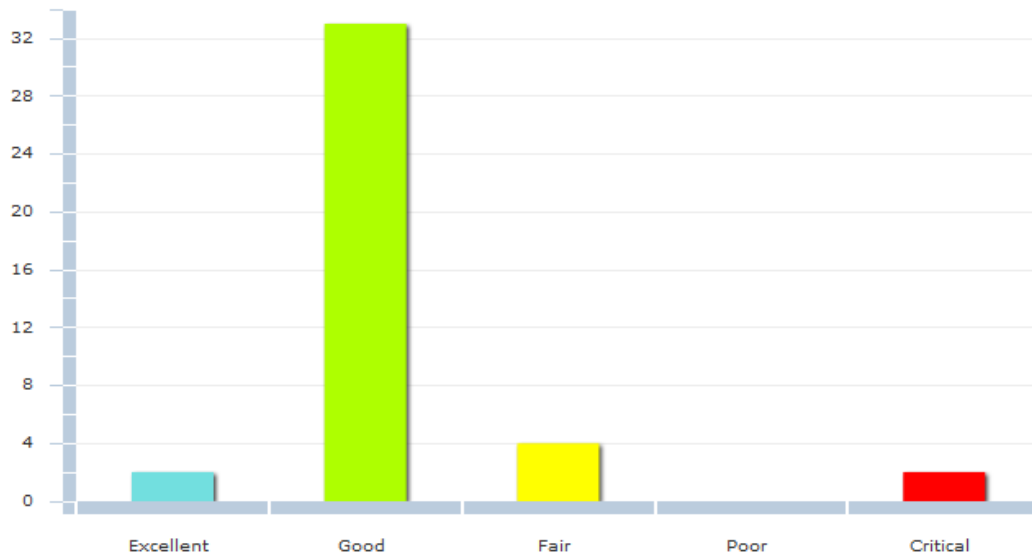
The pie chart below provides a breakdown of each of the bridges & culverts components to the overall structures value.



3.5.3 What condition is it in?

With 95% of the municipality's superstructures and substructures in fair to excellent condition and the remaining in critical condition, the municipality received a Condition vs. Performance rating of 'C+'.

Superstructures and Substructures Condition by Quantity



3.5.4 What do we need to do to it?

There are generally four distinct phases in an asset's lifecycle. These are presented at a high level for the bridge and culvert structures below. Further detail is provided in the Asset Management Strategy section of this AMP.

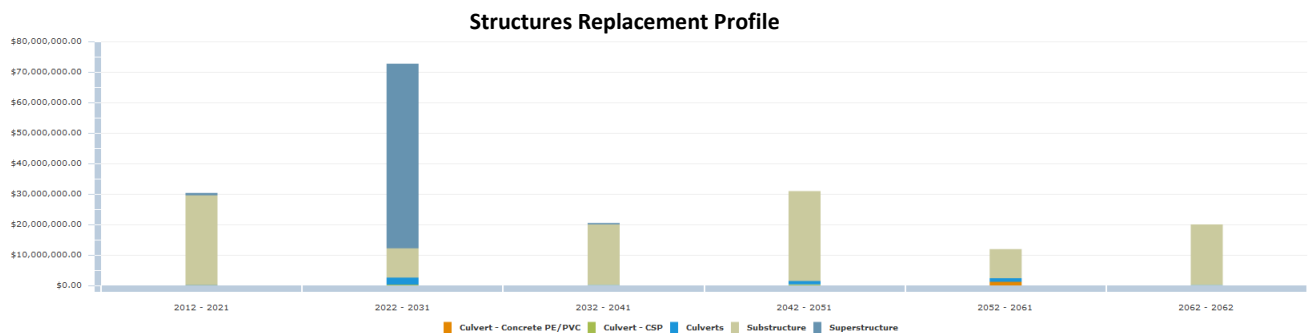
Addressing Asset Needs		
Phase	Lifecycle Activity	Asset Life Stage
Minor Maintenance	Activities such as inspections, monitoring, sweeping, winter control, etc.	1 st Qtr
Major Maintenance	Activities such as repairs to cracked or spalled concrete, damaged expansion joints, bent or damaged railings, etc.	2 nd Qtr
Rehabilitation	Rehabilitation events such as structural reinforcement of structural elements, deck replacements, etc.	3 rd Qtr
Replacement	Full structure reconstruction	4 th Qtr

3.5.5 When do we need to do it?

For the purpose of this report, 'useful life' data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years		
Asset Type	Asset Component	Useful Life in Years
Bridges & Culverts	Substructures	15
	Superstructures	50
	Culverts	25
	Culverts - CSP	20
	Culverts - Concrete PE/PVC	50
	Culverts - Precast Concrete Box	50

The following graph shows the current projection of structure replacements based on the age of the asset only.



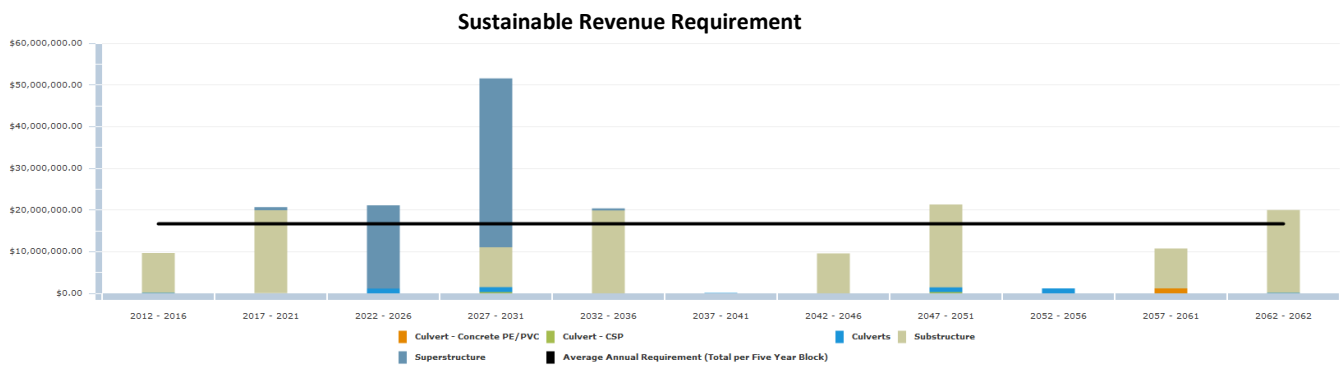
3.5.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following constraints and assumptions:

1. Replacement costs are based upon the What is it worth? section above.
2. The timing for individual structure replacement was defined by the replacement year as described in the When do you need to do it? section above.
3. All values are presented in 2012 dollars.
4. The analysis was run for a 50 year period to ensure all assets cycled through at least one iteration of replacement, therefore providing a sustainable projection.

3.5.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Kenora's bridges & culverts is **\$3,335,000**. Based on Kenora's current annual funding of **\$900,000**, there is an annual **deficit of \$2,435,000**. As such, the municipality received a Funding vs. Need rating of 'F'. The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.



In conclusion, based primarily on field condition data, the municipality's bridge and culvert structures are generally in good condition. Needs to be addressed within the next 5 years totaling approximately \$10 million include the Keewatin Channel Bridge (substructure and superstructures).

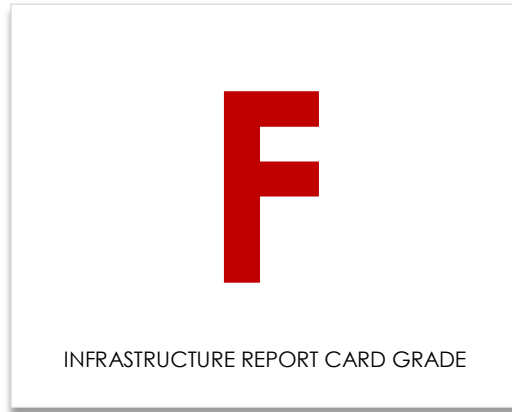
Bridges are one of the highest liability assets a municipality owns. Therefore, the condition assessment data, along with risk management strategies, should be reviewed together to aid in prioritizing overall needs for rehabilitation and replacement and assist with optimizing the long and short term budgets. Further detail is outlined within the Asset Management strategy section of this AMP.

3.5.8 Recommendations

The municipality received an overall rating of 'D' for its bridges & culverts, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. The condition assessment data, along with risk management strategies, should be reviewed together to aid in prioritizing overall needs for rehabilitation and replacement.
2. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of operating and maintenance activities and added to future AMP reporting.
3. The Infrastructure Report Card should be updated on an annual basis.

3.6 Water Network



3.6 Water Network

3.6.1 What do we own?

Kenora is responsible for the following water network inventory which includes approximately 127km of water mains:

Water Inventory		
Asset Type	Asset Component	Quantity/Units
Water Network	Water Mains (less than 500 mm)	127,460m
	Water Treatment Plant	1
	Booster Stations	5
	Hydrants	544
	Standpipes	3
	Meters	6601
	Valves	977

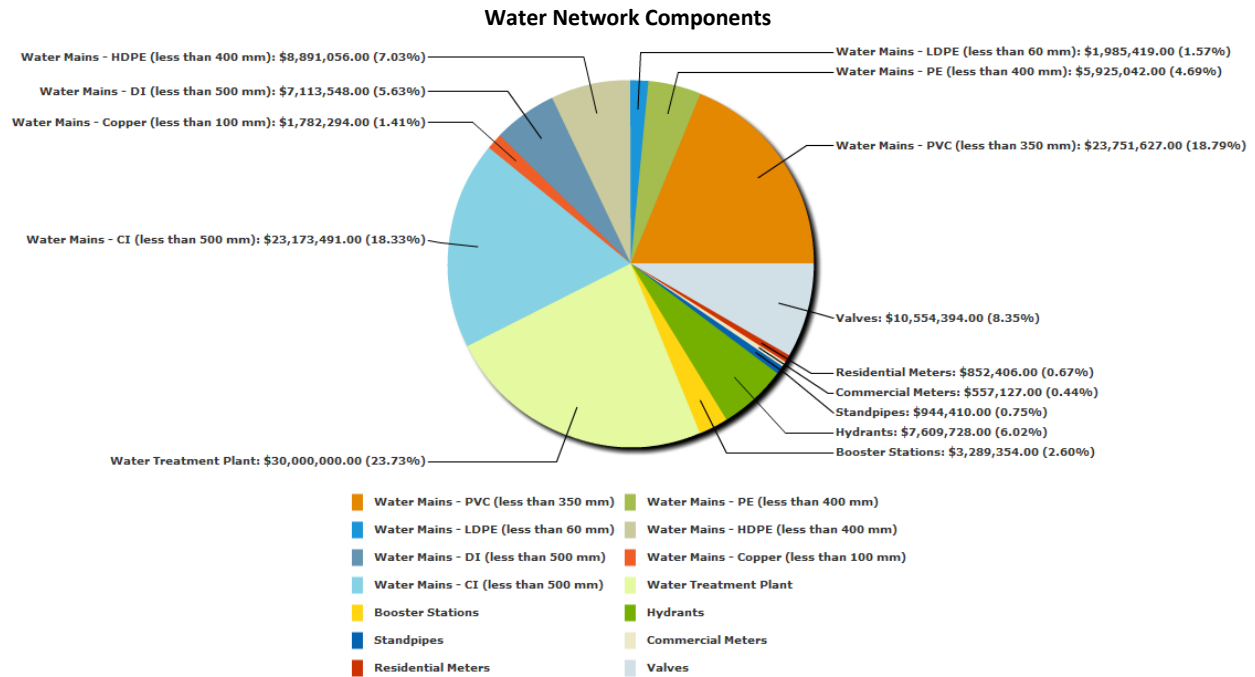
The water network data was extracted from the Tangible Capital Asset and G.I.S. modules of the CityWide software suite.

3.6.2 What is it worth??

The estimated replacement value of the water network, in 2012 dollars, is approximately \$126.4 million. The cost per household for the water network is \$18,593 based on 6,800 households.

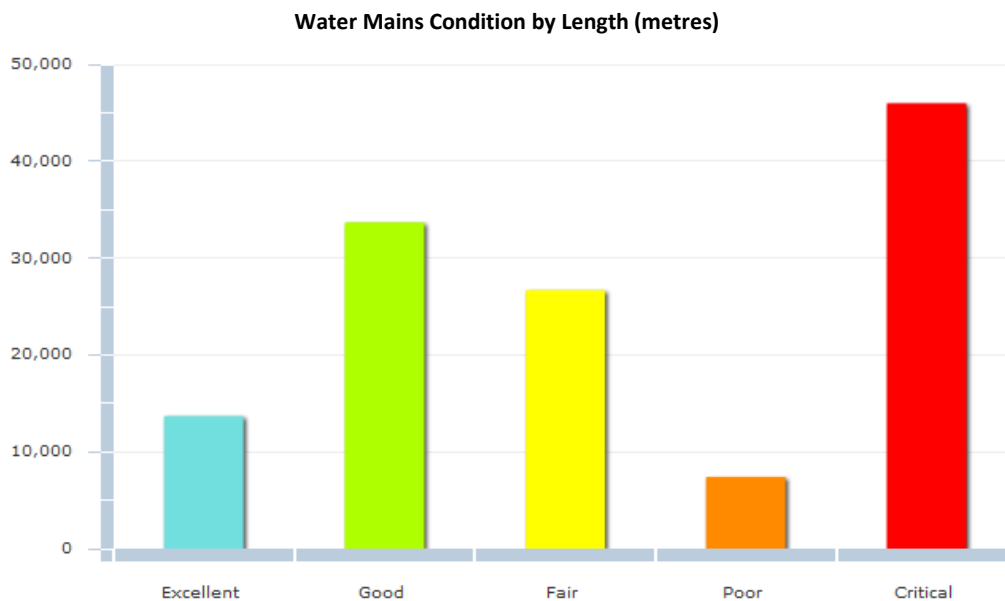
Water Replacement Value				
Asset Type	Asset Component	Quantity/Units	2012 Unit Replacement Cost	2012 Overall Replacement Cost
Water Network	Water Mains - PVC (less than 350 mm)	41,766m	Flat-Rate 3%	\$23,751,627
	Water Mains - PE (less than 400 mm)	10,709m	Flat-Rate 3%	\$5,925,042
	Water Mains - LDPE (less than 60 mm)	3,938m	Flat-Rate 3%	\$1,985,419
	Water Mains - HDPE (less than 400 mm)	11,354m	Flat-Rate 3%	\$8,891,056
	Water Mains - DI (less than 500 mm)	12,608m	Flat-Rate 3%	\$7,113,548
	Water Mains - Copper (less than 100 mm)	3,492m	Flat-Rate 3%	\$1,782,294
	Water Mains - CI (less than 500 mm)	43,592m	Flat-Rate 3%	\$23,173,491
	Water Treatment Plant	1	User-Defined	\$30,000,000
	Booster Stations	5	Flat-Rate 3%	\$3,289,354
	Hydrants	544	Flat-Rate 3%	\$7,609,728
	Standpipes	3	Flat-Rate 3%	\$944,410
	Commercial Meters	991	Flat-Rate 3%	\$557,127
	Residential Meters	5,610	Flat-Rate 3%	\$852,406
	Valves	977	Flat-Rate 3%	\$10,554,394
				\$126,429,895

The pie chart below provides a breakdown of each of the network components to the overall system value.

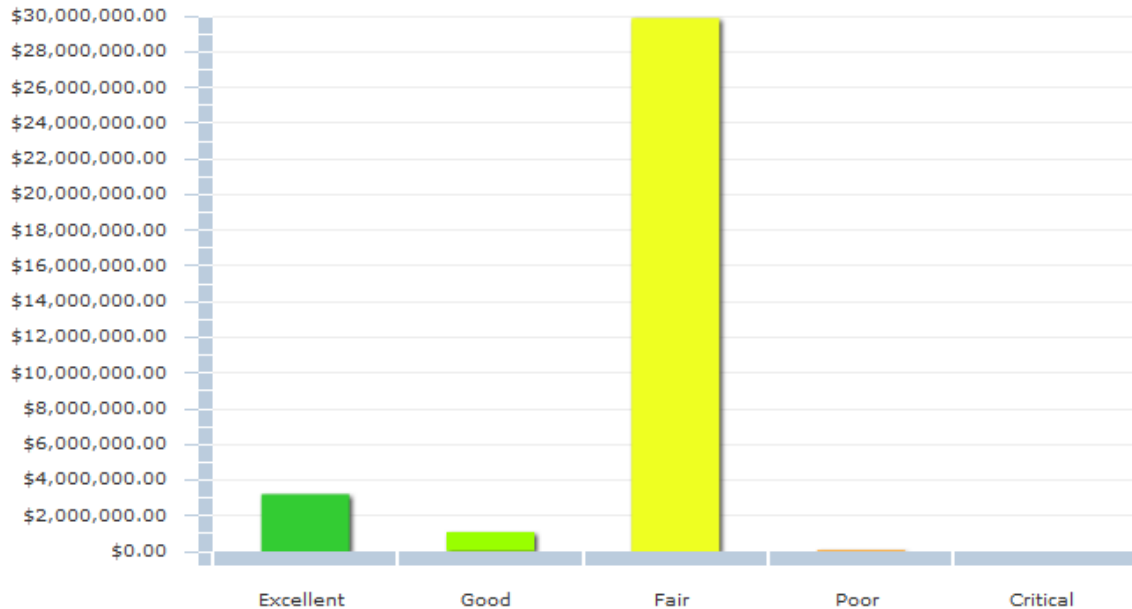


3.6.3 What condition is it in?

While nearly 60% of the municipality's water mains are in fair to excellent condition, the remaining are in poor to critical condition. Further, 100% of the facilities assets (based on replacement value), and 85% of appurtenances are in fair condition. As such, the municipality received a Condition vs. Performance rating of 'C'.



Water Facilities Condition by Replacement Cost



3.6.4 What do we need to do to it?

There are generally four distinct phases in an asset's lifecycle. These are presented at a high level for the water network below. Further detail is provided in the Asset Management Strategy section of this AMP.

Addressing Asset Needs		
Phase	Lifecycle Activity	Asset Age
Minor Maintenance	Activities such as inspections, monitoring, cleaning and flushing, hydrant flushing, pressure tests, visual inspections, etc.	1st Qtr
Major Maintenance	Such events as repairing water main breaks, repairing valves, replacing individual small sections of pipe etc.	2nd Qtr
Rehabilitation	Rehabilitation events such as structural lining of pipes and a cathodic protection program to slow the rate of pipe deterioration.	3rd Qtr
Replacement	Pipe replacements	4th Qtr

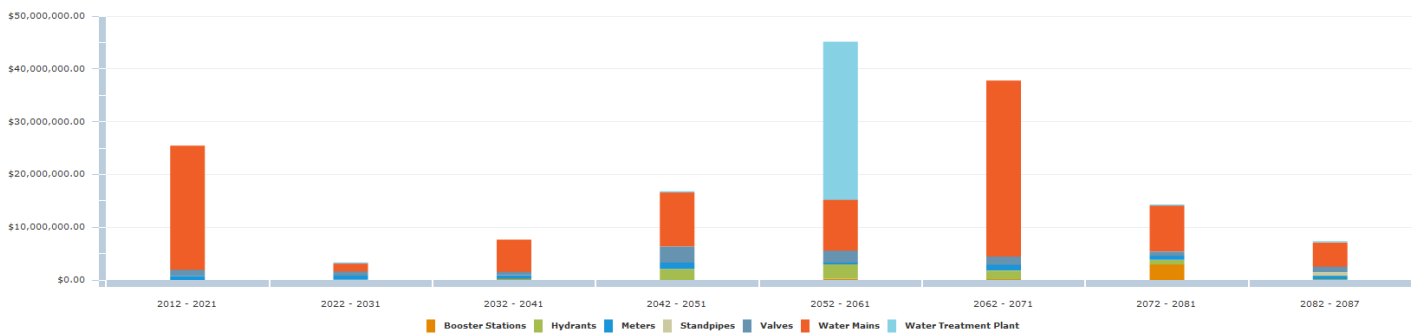
3.6.5 When do we need to do it?

For the purpose of this report useful life data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years		
Asset Type	Asset Component	Useful Life in Years
Water Network	Water Mains - PVC (less than 350 mm)	75
	Water Mains - PE (less than 400 mm)	75
	Water Mains - LDPE (less than 60 mm)	75
	Water Mains - HDPE (less than 400 mm)	75
	Water Mains - DI (less than 500 mm)	60
	Water Mains - Copper (less than 100 mm)	50
	Water Mains - CI (less than 500 mm)	50
	Water Treatment Plant	75
	Booster Stations	75
	Hydrants	75
	Standpipes	75
	Commercial Meters	15
	Residential Meters	20
	Valves	75

As field condition information becomes available in time, the data should be loaded into the CityWide system in order to increasingly have a more accurate picture of current asset age and condition, therefore, future replacement requirements. The following graph shows the current projection of water main replacements based on the age of the assets only.

Water Main Replacement Profile



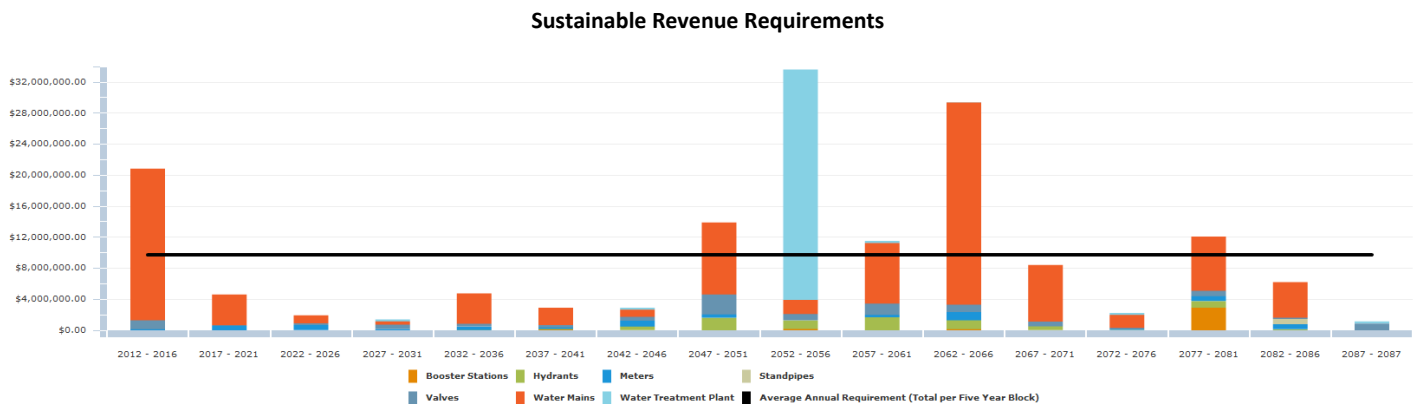
3.6.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the 'What is it worth??' section above.
2. The timing for individual water main replacement was defined by the replacement year as described in the 'When do you need to do it?' section above.
3. All values are presented in 2012 dollars.
4. The analysis was run for a 75 year period to ensure all assets went through at least one iteration of replacement, therefore providing a sustainable projection.

3.6.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Kenora's water network is approximately **\$1,948,000**. Based on Kenora's current annual funding of **\$789,000**, there is a **deficit of \$1,159,000**. Given this deficit, the municipality received a Funding vs. Need rating of 'F'. The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.



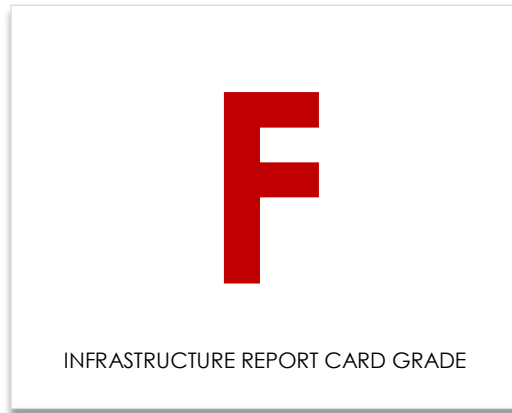
In conclusion, Kenora's water facilities are generally in fair to good condition while the water distribution network has approximately 40% of the mains in poor or critical condition. This has generated a backlog of needs requiring approximately \$20 million within the next 5 years. A portion of capital funding should be dedicated to establishing a condition program for the water network, and once implemented should be used to optimize the short and long term budgets based on actual need. This is discussed further in the Asset Management Strategy portion of this Asset Management Plan.

3.6.8 Recommendations

The municipality received an overall rating of 'F' for its water network, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A more detailed study to define the current condition of the water network should be undertaken as described further within the Asset Management Strategy section of this AMP.
2. Once the above study is complete, a new performance age should be applied to each water main and an updated current state of the infrastructure analysis should be generated.
3. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of operating and maintenance activities and be added to future AMP reporting.
4. The Infrastructure Report Card should be updated on an annual basis.

3.7 Sanitary Sewer Network



3.7 Sanitary Sewer Network

3.7.1 What do we own?

The inventory components of the sanitary sewer network are outlined in the table below. The entire Network consists of approximately 124km of sewer main.

Sanitary Sewer Network Inventory		
Asset Type	Asset Component	Quantity
Sanitary Sewer Network	Sewer Mains (less than 750 mm)	123,886m
	Pumping/Lift Stations	62
	Sewage Treatment Plant	1
	Manholes	1,221

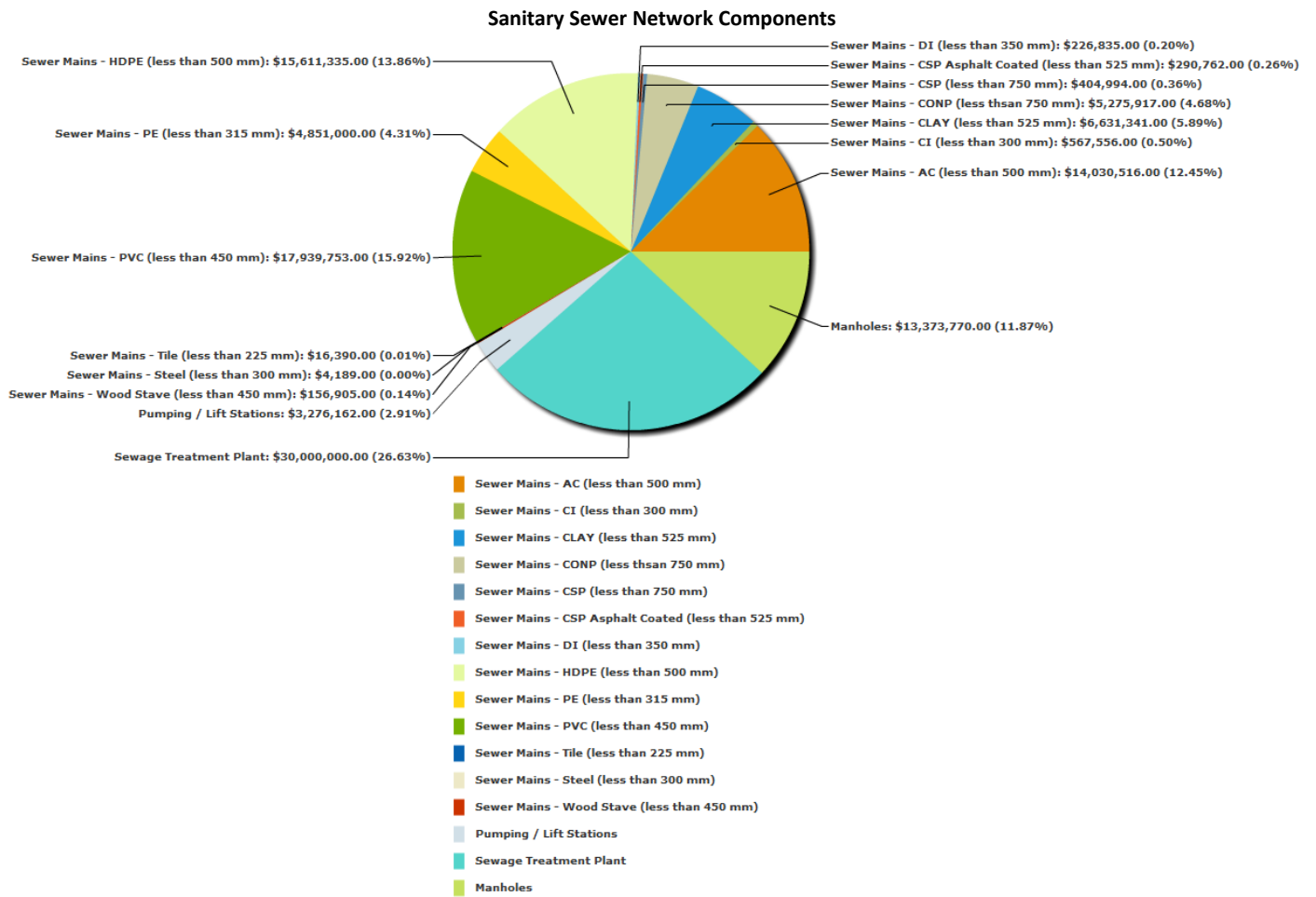
The Sanitary Sewer Network data was extracted from the Tangible Capital Asset and G.I.S. modules of the CityWide software application.

3.7.2 What is it worth??

The estimated replacement value of the sanitary sewer network, in 2012 dollars, is approximately \$112.7 million. The cost per household for the sanitary network is \$16,567 based on 6,800 households.

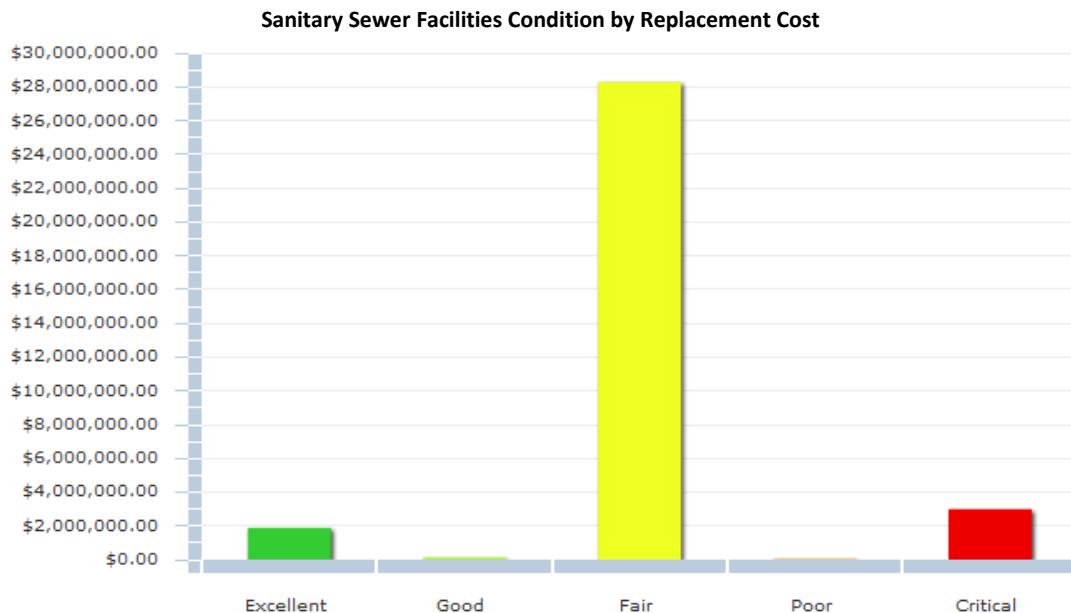
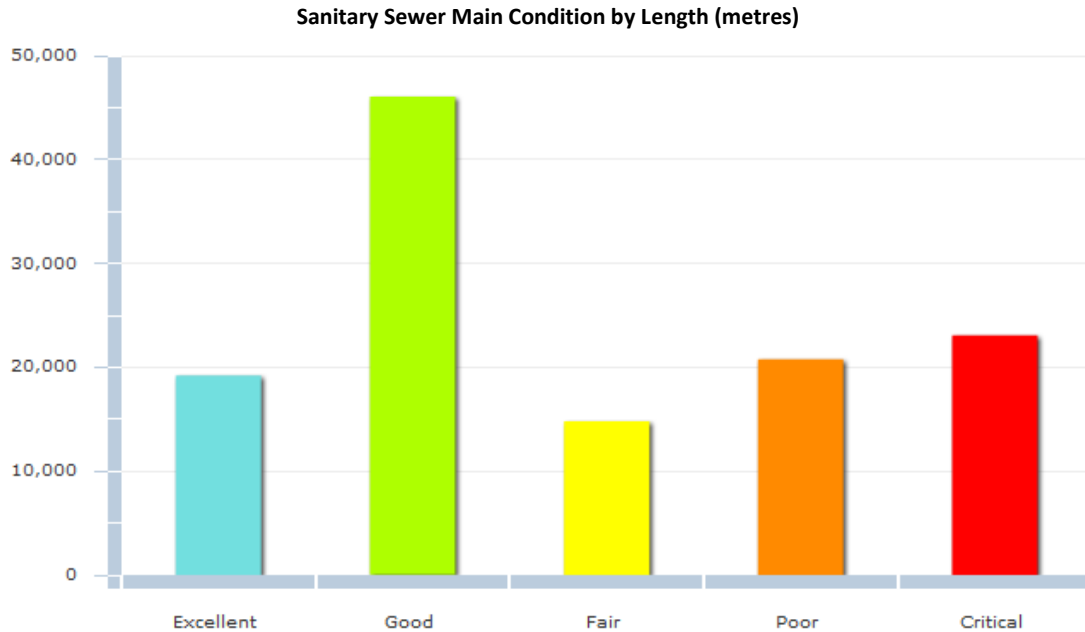
Sanitary Sewer Replacement Value				
Asset Type	Asset Component	Quantity/Units	2012 Unit Replacement Cost	2012 Overall Replacement Cost
Sanitary Sewer Network	Sewer Mains - AC (less than 500 mm)	26,920m	Flat-Rate 3%	\$14,030,516
	Sewer Mains - CI (less than 300 mm)	1,304m	Flat-Rate 3%	\$567,556
	Sewer Mains - CLAY (less than 525 mm)	13,696m	Flat-Rate 3%	\$6,631,341
	Sewer Mains - CONP (less than 750 mm)	9,506m	Flat-Rate 3%	\$5,275,917
	Sewer Mains - CSP (less than 750 mm)	573m	Flat-Rate 3%	\$404,994
	Sewer Mains - CSP Asphalt Coated (less than 525 mm)	422m	Flat-Rate 3%	\$290,762
	Sewer Mains - DI (less than 350 mm)	476m	Flat-Rate 3%	\$226,835
	Sewer Mains - HDPE (less than 500 mm)	26,708m	Flat-Rate 3%	\$15,611,335
	Sewer Mains - PE (less than 315 mm)	8,925m	Flat-Rate 3%	\$4,851,000
	Sewer Mains - PVC (less than 450 mm)	35,088m	Flat-Rate 3%	\$17,939,753
	Sewer Mains - Tile (less than 225 mm)	35m	Flat-Rate 3%	\$16,390
	Sewer Mains - Steel (less than 300 mm)	7m	Flat-Rate 3%	\$4,189
	Sewer Mains - Wood Stave (less than 450 mm)	226m	Flat-Rate 3%	\$156,905
	Pumping / Lift Stations	62	Flat-Rate 3%	\$3,276,162
	Sewage Treatment Plant	1	User-Defined	\$30,000,000
Manholes	1,221	Flat-Rate 3%	\$13,373,770	
				\$112,657,425

The pie chart below provides a breakdown of each of the network components to the overall system value.



3.7.3 What condition is it in?

While 64% of the municipality's sanitary sewer mains are in fair to excellent condition, the remaining 36% are in poor condition. Further, the vast majority, 91%, of its facilities assets are in fair to excellent condition, based on replacement value. However, 64% of the manholes are in poor to critical condition. As such, the municipality received a Condition vs. Performance rating of 'C'.



3.7.4 What do we need to do to it?

There are generally four distinct phases in an assets lifecycle. These are presented at a high level for the sanitary sewer network below. Further detail is provided in the Asset Management Strategy section of this AMP.

Addressing Asset Needs		
Phase	Lifecycle Activity	Asset Life Stage
Minor Maintenance	Activities such as inspections, monitoring, cleaning and flushing, zoom camera and CCTV inspections, etc.	1 st Qtr
Major Maintenance	Activities such as repairing manholes and replacing individual small sections of pipe.	2 nd Qtr
Rehabilitation	Rehabilitation events such as structural lining of pipes are extremely cost effective and provide an additional 75 plus years of life.	3 rd Qtr
Replacement	Pipe replacements	4 th Qtr

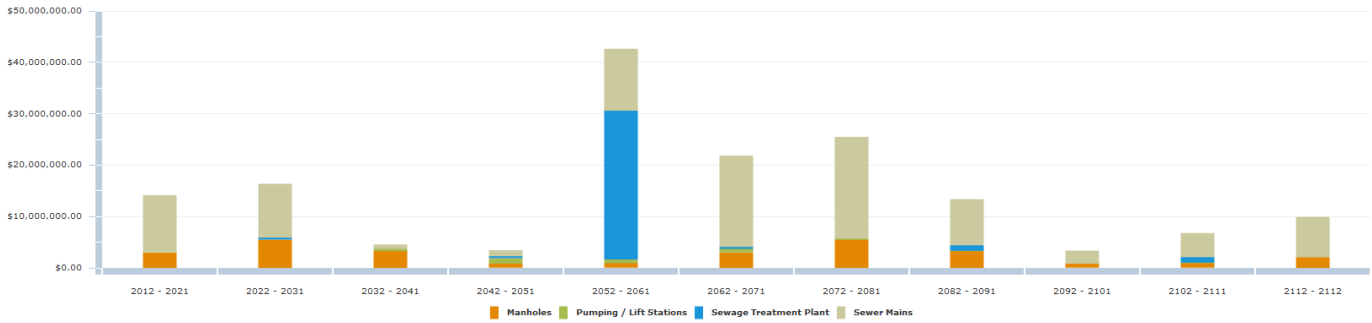
3.7.5 When do we need to do it?

For the purpose of this report useful life data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in years		
Asset Type	Asset Component	Useful Life in Years
Sanitary Sewer Network	Sewer Mains - AC (less than 500 mm)	50
	Sewer Mains - CI (less than 300 mm)	50
	Sewer Mains - CLAY (less than 525 mm)	50
	Sewer Mains - CONP (less than 750 mm)	100
	Sewer Mains - CSP (less than 750 mm)	25
	Sewer Mains - CSP Asphalt Coated (less than 525 mm)	25
	Sewer Mains - DI (less than 350 mm)	100
	Sewer Mains - HDPE (less than 500 mm)	100
	Sewer Mains - PE (less than 315 mm)	100
	Sewer Mains - PVC (less than 450 mm)	75
	Sewer Mains - Tile (less than 225 mm)	50
	Sewer Mains - Steel (less than 300 mm)	25
	Sewer Mains - Wood Stave (less than 450 mm)	50
	Pumping / Lift Stations	75
	Sewage Treatment Plant	75
Manholes	50	

As field condition information becomes available in time, the data should be loaded into the CityWide system in order to increasingly have a more accurate picture of current asset performance age and, therefore, future replacement requirements. The following graph shows the current projection of sanitary sewer main replacements based on the age of the asset only.

Sanitary Sewer Main Replacement Profile



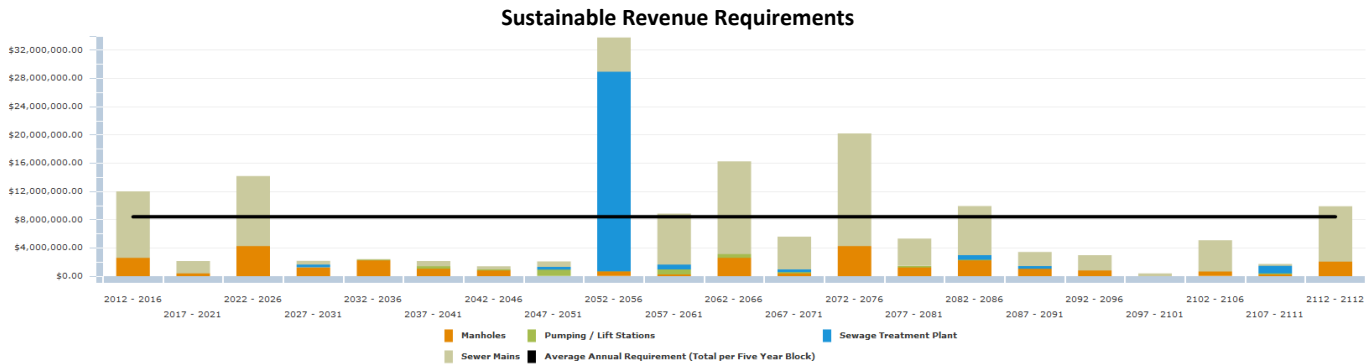
3.7.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the What is it worth?? section above.
2. The timing for individual sewer main replacement was defined by the replacement year as described in the When do you need to do it? section above.
3. All values are presented in 2012 dollars.
4. The analysis was run for a 100 year period to ensure all assets went through at least one iteration of replacement, therefore providing a sustainable projection.

3.7.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Kenora's sanitary sewer network is approximately **\$1,685,000**. Based on Kenora's current annual funding of **\$288,000**, there is an annual **deficit of \$1,397,000**. Given this deficit, the municipality received a Funding vs. Need rating of 'F'. The following graph presents five year blocks of expenditure requirements against the sustainable funding threshold line.



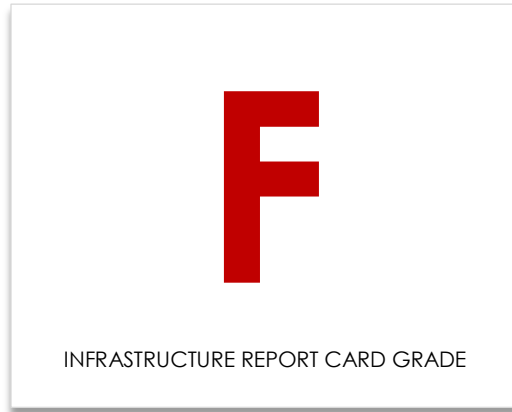
In conclusion, Kenora's sanitary facilities are generally in fair to good condition while the sanitary collection network has approximately 35% of the mains in poor or critical condition. This has generated a backlog of needs requiring approximately \$12 million within the next 5 years. A portion of capital funding should be dedicated to establishing a condition program for the sanitary network, and once implemented should be used to optimize the short and long term budgets based on actual need. This is discussed further in the Asset Management Strategy portion of this Asset Management Plan.

3.7.8 Recommendations

The municipality received an overall rating of 'F' for its sanitary sewer network, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

- 1.** A condition assessment program should be established for the sanitary sewer network to gain a better understanding of current condition and performance as outlined further within the Asset Management Strategy section of this AMP.
- 2.** Once the above study is complete or underway, the condition data should be loaded into the CityWide software and an updated current state of the infrastructure analysis should be generated.
- 3.** An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of operating and maintenance activities and be added to future AMP reporting.
- 4.** The Infrastructure Report Card should be updated on an annual basis.

3.8 Storm Sewer Network



3.8 Storm Sewer Network

3.8.1 What do we own?

The inventory components of the storm sewer collection system are outlined in the table below. The entire network consists of approximately 35km of storm sewer mains.

Storm Sewer Network Inventory (Detailed)		
Asset Type	Asset Component	Quantity/Units
Storm Sewer Network	Storm Mains (50 years - less than 1250 mm)	22,013m
	Storm Mains (25 years - less than 1650 mm)	13,598m
	Catch Basins	568
	Manholes	671

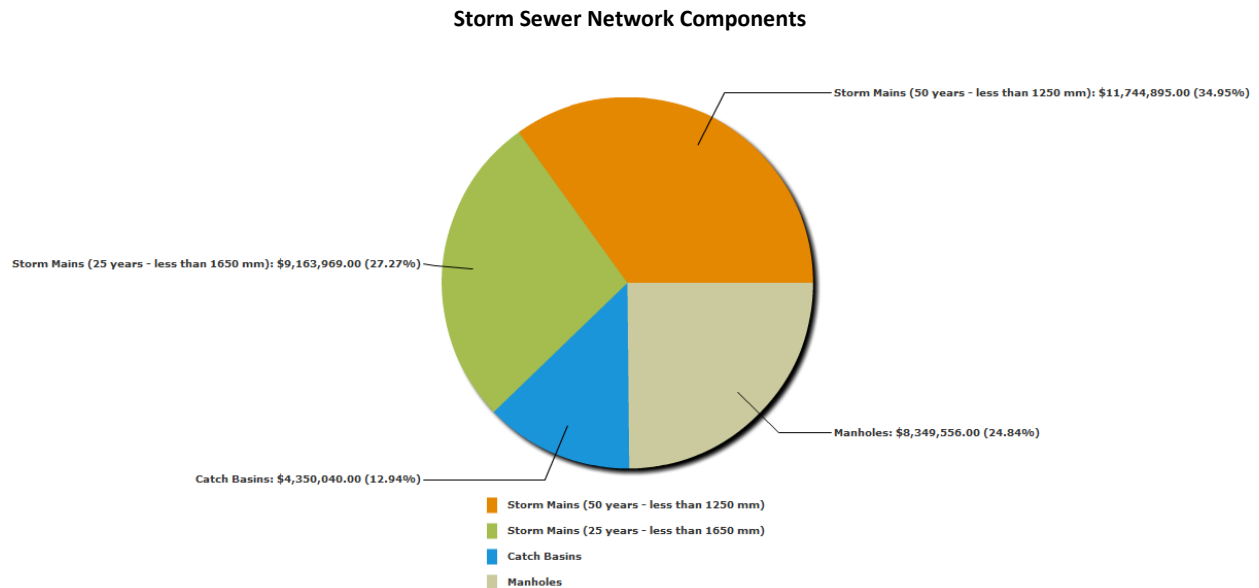
The storm sewer network data was extracted from the Tangible Capital Asset and G.I.S. modules of the CityWide software suite.

3.8.2 What is it worth??

The estimated replacement value of the storm sewer network, in 2012 dollars, is approximately \$33.6 million. The cost per household for the storm sewer network is \$4,497 based on 7,473 households.

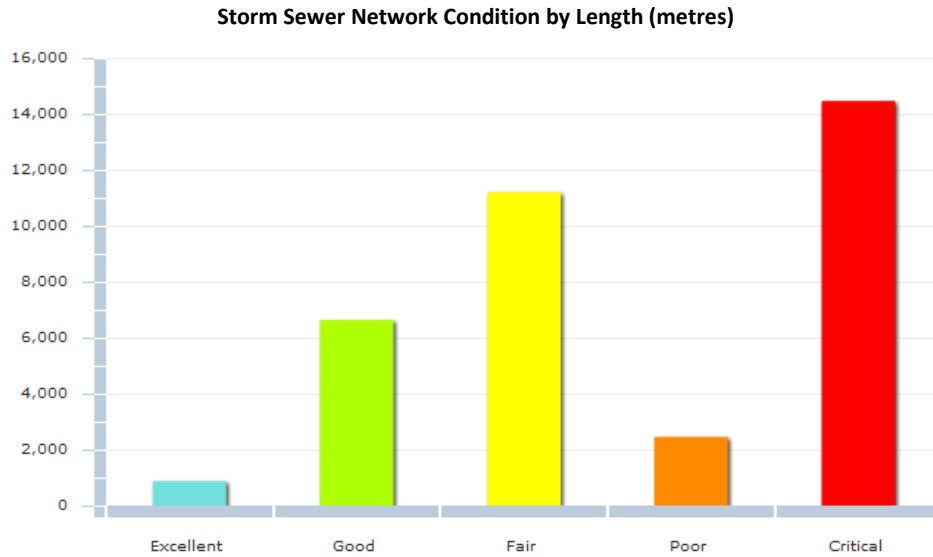
Storm Replacement Value				
Asset Type	Asset Component	Quantity/Units	2012 Unit Replacement Cost	2012 Overall Replacement Cost
Storm Sewer Network	Storm Mains (50 years - less than 1250 mm)	22,013m	Flat-Rate 3%	\$11,744,895
	Storm Mains (25 years - less than 1650 mm)	13,598m	Flat-Rate 3%	\$9,163,969
	Catch Basins	568	Flat-Rate 3%	\$4,350,040
	Manholes	671	Flat-Rate 3%	\$8,349,556
				\$33,608,461

The pie chart below provides a breakdown of each of the network components to the overall system value.



3.8.3 What condition is it in?

Based on age data, 100% of the municipality's storm sewer mains are in excellent condition. Further, 98% of the catch basins are in fair to excellent condition. As such, the municipality received a Condition vs. Performance rating of 'C'.



3.8.4 What do we need to do to it?

There are generally four distinct phases in an assets lifecycle. These are presented at a high level for the storm sewer network below. Further detail is provided in the Asset Management Strategy section of this AMP.

Addressing Asset Needs		
Phase	Lifecycle Activity	Asset Age
Minor Maintenance	Activities such as inspections, monitoring, cleaning and flushing, zoom camera and CCTV inspections, etc.	1 st Qtr
Major Maintenance	Activities such as repairing manholes and replacing individual small sections of pipe.	2 nd Qtr
Rehabilitation	Rehabilitation events such as structural lining of pipes are extremely cost effective and provide an additional 75 plus years of life.	3 rd Qtr
Replacement	Pipe replacements	4 th Qtr

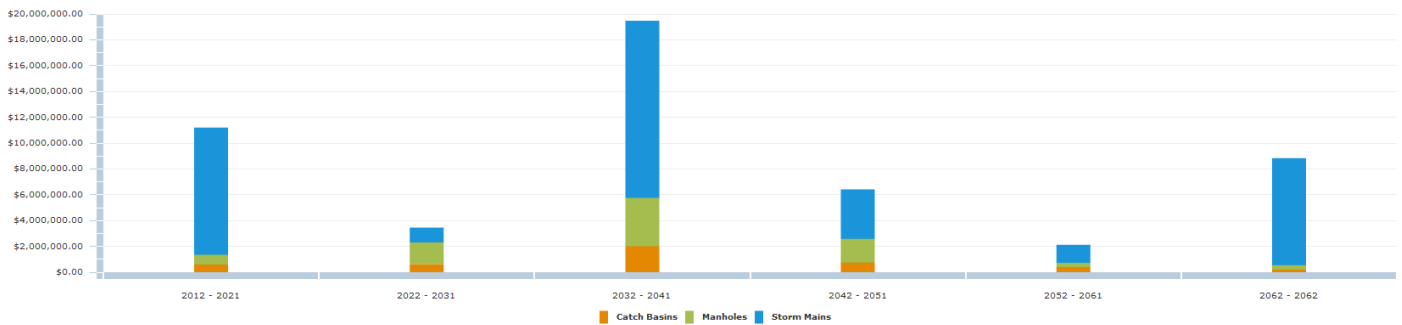
3.8.5 When do we need to do it?

For the purpose of this report useful life data for each asset class was obtained from the accounting data within the CityWide software database. This proposed useful life is used to determine replacement needs of individual assets, which are calculated in the system as part of the overall financial requirements.

Asset Useful Life in Years		
Asset Type	Asset Component	Useful Life in Years
Storm Sewer Network	Storm Mains (50 years - less than 1250 mm)	50
	Storm Mains (25 years - less than 1650 mm)	25
	Catch Basins	50
	Manholes	50

As field condition information becomes available in time, the data should be loaded into the CityWide system in order to increasingly have a more accurate picture of current asset performance age and, therefore, future replacement requirements. The following graph shows the current projection of storm sewer main replacements based on the age of the asset only.

Storm Sewer Main Replacement Profile



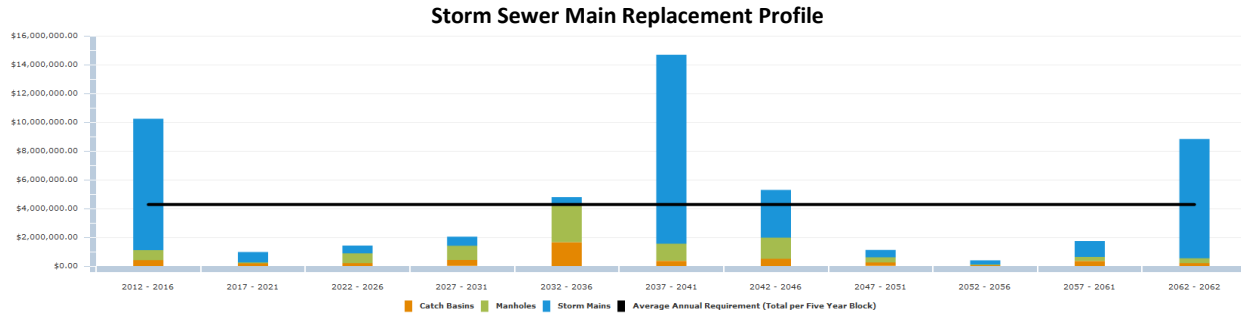
3.8.6 How much money do we need?

The analysis completed to determine capital revenue requirements was based on the following assumptions:

1. Replacement costs are based upon the unit costs identified within the What is it worth?? section above.
2. The timing for individual storm sewer main replacement was defined by the replacement year as described in the When do you need to do it? section above.
3. All values are presented in 2012 dollars.
4. The analysis was run for a 50 year period to ensure all assets went through one iteration of replacement, therefore providing a sustainable projection.

3.8.7 How do we reach sustainability?

Based upon the above assumptions, the average annual revenue required to sustain Kenora's storm sewer network is approximately **\$856,000**. Based on Kenora's current annual funding of **\$150,000**, there is an annual **deficit of \$706,000**. As such, the municipality received a Funding vs. Need rating of 'F'.



In conclusion, Kenora's storm sewer collection network, based on age data only, has a significant amount of pipes requiring replacement (poor and critical condition) and a significant number of pipes requiring rehabilitation (fair condition currently). It should be noted, however, that the useful life for storm mains is projected between 25 and 50 years, while industry standards are usually 100 years. Increasing the useful life will reduce the immediate requirements listed above. In addition, a study to better understand field condition should be implemented to optimize the short and long term budgets based on actual need. This is discussed further in the Asset Management Strategy portion of this Asset Management Plan.

3.8.8 Recommendations

The municipality received an overall rating of 'F' for its storm sewer network, calculated from the Condition vs. Performance and the Funding vs. Need ratings. Accordingly, we recommend the following:

1. A condition assessment program should be established for the storm sewer network to gain a better understanding of current condition and performance as outlined further within the Asset Management Strategy section of this AMP.
2. The useful life projections used by the municipality should be reviewed for consistency with industry standards.
3. Once the above studies are complete or underway, the data should be loaded into the CityWide software and an updated current state of the infrastructure analysis should be generated.
4. An appropriate % of asset replacement value should be used for operations and maintenance activities on an annual basis. This should be determined through a detailed analysis of operating and maintenance activities and be added to future AMP reporting.
5. The Infrastructure Report Card should be updated on an annual basis.

4.0 Infrastructure Report Card

CUMULATIVE GPA

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Infrastructure Report Card The City of Kenora

1. Each asset category was rated on two key, equally weighted (50/50) dimensions: **Condition vs. Performance**, and **Funding vs. Need**.
2. See the “**What condition is it in?**” section for details on the grade of each asset category on the Condition vs. Performance dimension.
3. See the “**How do we reach sustainability?**” section for details on the grade of each asset category on the Funding vs. Need dimension.
4. The ‘Overall Rating’ below is the average of the two ratings.

Asset Category	Condition vs. Performance	Funding vs. Need	Overall Grade	Comments
Road Network	C	F	F	While more than 70% of the municipality's roads and sidewalk network is in fair to excellent condition, the remaining is in poor to critical condition. Further, nearly 90% of the appurtenances are in poor to critical condition. The average annual revenue required to sustain Kenora's paved road network is approximately \$2,850,000 . Based on Kenora's current annual funding of \$1,255,000 , there is an annual deficit of \$1,595,000 .
Bridges & Culverts	C+	F	D	With 95% of the municipality's superstructures and substructures in fair to excellent condition and the remaining in critical condition, the municipality received a Condition vs. Performance rating of 'C+'. The average annual revenue required to sustain Kenora's bridges & culverts is \$3,335,000 . Based on Kenora's current annual funding of \$900,000 , there is an annual deficit of \$2,435,000 .
Water Network	C	F	F	While nearly 60% of the municipality's water mains are in fair to excellent condition, the remaining are in poor to critical condition. Further, 100% of the facilities assets (based on replacement value), and 85% of appurtenances are in fair condition. The average annual revenue required to sustain Kenora's water network is approximately \$1,948,000 . Based on Kenora's current annual funding of \$789,000 , there is a deficit of \$1,159,000 .
Sanitary Sewer Network	C	F	F	While 64% of the municipality's sanitary sewer mains are in fair to excellent condition, the remaining 36% are in poor condition. Further, the vast majority, 91%, of its facilities assets are in fair to excellent condition, based on replacement value. However, 64% of the manholes are in poor to critical condition. The average annual revenue required to sustain Kenora's sanitary sewer network is approximately \$1,685,000 . Based on Kenora's current annual funding of \$288,000 , there is an annual deficit of \$1,397,000 .
Storm Sewer Network	D+	F	F	All 100% of the municipality's storm sewer mains are in excellent condition. Further, 98% of the catch basins are in fair to excellent condition. The average annual revenue required to sustain Kenora's storm sewer network is approximately \$856,000 . Based on Kenora's current annual funding of \$150,000 , there is an annual deficit of \$706,000 .

5.0 Desired Levels of Service

Desired levels of service are high level indicators, comprising many factors, as listed below, which establish defined quality thresholds at which municipal services should be supplied to the community. They support the organisation's strategic goals and are based on customer expectations, legislative requirements, standards, and the financial capacity of a municipality to deliver those levels of service.

Levels of Service are used:

- to inform customers of the proposed type and level of service to be offered;
- to identify the costs and benefits of the services offered;
- to assess suitability, affordability and equity of the services offered;
- as a measure of the effectiveness of the asset management plan
- as a focus for the asset management strategies developed to deliver the required level of service

In order for a municipality to establish a desired level of service, it will be important to review the key factors involved in the delivery of that service, and the interactions between those factors. In addition, it will be important to establish some key performance metrics and track them over an annual cycle to gain a better understanding of the current level of service supplied.

Within this first Asset Management Plan, key factors affecting level of service will be outlined below and some key performance indicators for each asset type will be outlined for further review. This will provide a framework and starting point from which the municipality can determine future desired levels of service for each infrastructure class.

5.1 Key factors that influence a level of service:

- Strategic and Corporate Goals
- Legislative Requirements
- Expected Asset Performance
- Community Expectations
- Availability of Finances

5.1.1 Strategic and Corporate Goals

Infrastructure levels of service can be influenced by strategic and corporate goals. Strategic plans spell out where an organization wants to go, how it's going to get there, and helps decide how and where to allocate resources, ensuring alignment to the strategic priorities and objectives . It will help identify priorities and guide how municipal tax dollars and revenues are spent into the future. The level of importance that a community's vision is dependent upon infrastructure, will ultimately affect the levels of service provided or those levels that it ultimately aspires to deliver.

5.1.2 Legislative Requirements

Infrastructure levels of service are directly influenced by many legislative and regulatory requirements. For instance, the Safe Drinking Water Act, the Minimum Maintenance Standards for municipal highways, building codes, and the Accessibility for Ontarians with Disabilities Act are all legislative requirements that prevent levels of service from declining below a certain standard.

5.1.3 Expected Asset Performance

A level of service will be affected by current asset condition, and performance and limitations in regards to safety, capacity, and the ability to meet regulatory and environmental requirements. In addition, the design life of the asset, the maintenance items required, the rehabilitation or replacement schedule of the asset, and the total costs, are all critical factors that will affect the level of service that can be provided.

5.1.4 Community Expectations

Levels of services are directly related to the expectations that the general public has from the infrastructure. For example, the public will have a qualitative opinion on what an acceptable road looks like, and a quantitative one on how long it should take to travel between two locations. Infrastructure costs

are projected to increase dramatically in the future, therefore it is essential that the public is not only consulted, but also be educated, and ultimately make choices with respect to the service levels for which they wish to pay.

5.1.5 Availability of Finances

Availability of finances will ultimately control all aspects of a desired level of service. Ideally, these funds must be sufficient to achieve corporate goals, meet legislative requirements, address an asset's lifecycle needs, and meet community expectations. Levels of service will be dictated by availability of funds or elected officials' ability to increase funds, or the community's willingness to pay.

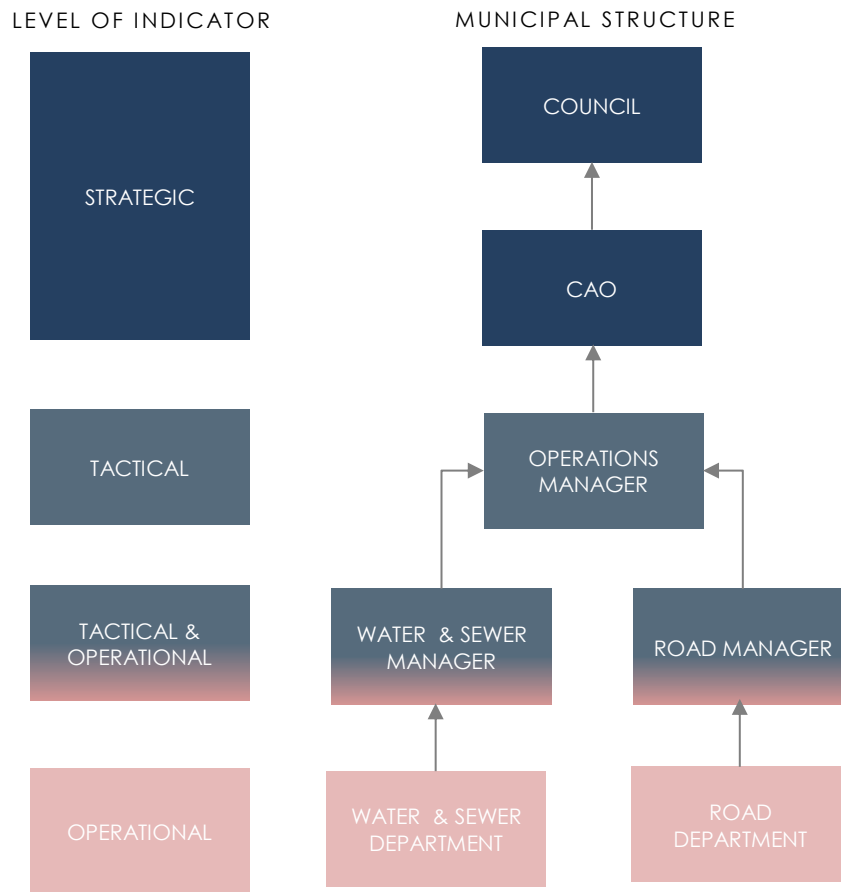
5.2 Key Performance Indicators

Performance measures or key performance indicators (KPIs) that track levels of service should be specific, measurable, achievable, relevant, and timebound (SMART). Many good performance measures can be established and tracked through the CityWide suite of software products. In this way, through automation, results can be reviewed on an annual basis and adjustments can be made to the overall asset management plan, including the desired level of service targets.

In establishing measures, a good rule of thumb to remember is that maintenance activities ensure the performance of an asset and prevent premature aging, whereas rehabilitation activities extend the life of an asset. Replacement activities, by definition, renew the life of an asset. In addition, these activities are constrained by resource availability (in particular, finances) and strategic plan objectives. Therefore, performance measures should not just be established for operating and maintenance activities, but also for the strategic, financial, and tactical levels of the asset management program. This will assist all levels of program delivery to review their performance as part of the overall level of service provided.

This is a very similar approach to the balanced score card methodology, in which financial and non-financial measures are established and reviewed to determine whether current performance meets expectations. The balanced score card, by design, links day to day operations activities to tactical and strategic priorities in order to achieve an overall goal, or in this case, a desired level of service.

The structure of accountability and level of indicator with this type of process is represented in the following table, modified from the InfraGuide's best practice document, Developing Indicators and Benchmarks published in April 2003.



As a note, a caution should be raised over developing too many performance indicators that may result in data overload and lack of clarity. It is better to develop a select few that focus in on the targets of the asset management plan.

Outlined below for each infrastructure class is a suggested service description, suggested service scope, and suggested performance indicators. These should be reviewed and updated in each iteration of the AMP.

5.3 Transportation Services

5.3.1 Service Description

The municipality transportation network comprises approximately 957,390m² of roads (excluding gravel). The transport network also includes approximately 21 large bridge structures, numerous culverts, sidewalks, lane markings, street lights, and traffic signals.

Together, the above infrastructure enables the municipality to deliver transportation and pedestrian facility services and give people a range of options for moving about in a safe and efficient manner.

5.3.2 Scope of Services

- **Movement** – providing for the movement of people and goods.
- **Access** – providing access to residential, commercial, and industrial properties and other community amenities.
- **Recreation** –providing for recreational use, such as walking, cycling, or special events such as parades.

5.3.3 Performance Indicators (reported annually)

Performance Indicators (reported annually)	
Strategic Indicators	<ul style="list-style-type: none"> ■ percentage of total reinvestment compared to asset replacement value ■ completion of strategic plan objectives (related to transportation)
Financial Indicators	<ul style="list-style-type: none"> ■ annual revenues compared to annual expenditures ■ annual replacement value depreciation compared to annual expenditures ■ total cost of borrowing compared to total cost of service ■ revenue required to maintain annual network growth
Tactical Indicators	<ul style="list-style-type: none"> ■ percentage of road network rehabilitated / reconstructed ■ value of bridge / large culvert structures rehabilitated or reconstructed ■ overall road condition index as a percentage of desired condition index ■ overall bridge condition index as a percentage of desired condition index ■ annual adjustment in condition indexes ■ annual percentage of network growth ■ percent of paved road lane km where the condition is rated poor or critical ■ number of bridge / large culvert structures where the condition is rated poor or critical ■ percentage of road network replacement value spent on operations and maintenance ■ percentage of bridge / large culvert structures replacement value spent on operations and maintenance
Operational Indicators	<ul style="list-style-type: none"> ■ percentage of road network inspected within last 5 years ■ percentage of bridge / large culvert structures inspected within last two years ■ operating costs for paved roads per lane km ■ operating costs for gravel roads per lane km ■ operating costs for bridge / large culvert structures per square metre ■ number of customer requests received annually ■ percentage of customer requests responded to within 24 hours

5.4 Water / Sanitary / Storm Networks

5.4.1 Service Description

The municipality's water distribution network comprises 127km of water main, 544 hydrants, valves and meters, a treatment plant, and 5 booster stations. The waste water network comprises 124km of sanitary sewer main, 1221 manholes, a treatment plant and 62 pumping/lift stations. The storm water network comprises 36km of storm main, 568 catch basins, and 671 manholes.

Together, the above infrastructure enables the municipality to deliver a potable water distribution service, and a waste water and storm water collection service to the residents of the municipality.

5.4.2 Scope of services

- The provision of clean safe drinking water through a distribution network of water mains and pumps.
- The removal of waste water through a collection network of sanitary sewer mains.
- The removal of storm water through a collection network of storm sewer mains, and catch basins

5.4.3 Performance Indicators (reported annually)

Performance Indicators (reported annually)	
Strategic Indicators	<ul style="list-style-type: none"> ■ Percentage of total reinvestment compared to asset replacement value ■ Completion of strategic plan objectives (related water / sanitary / storm)
Financial Indicators	<ul style="list-style-type: none"> ■ Annual revenues compared to annual expenditures ■ Annual replacement value depreciation compared to annual expenditures ■ Total cost of borrowing compared to total cost of service ■ Revenue required to maintain annual network growth ■ Lost revenue from system outages
Tactical Indicators	<ul style="list-style-type: none"> ■ Percentage of water / sanitary / storm network rehabilitated / reconstructed ■ Overall water / sanitary / storm network condition index as a percentage of desired condition index ■ Annual adjustment in condition indexes ■ Annual percentage of growth in water / sanitary / storm network ■ Percentage of mains where the condition is rated poor or critical for each network ■ Percentage of water / sanitary / storm network replacement value spent on operations and maintenance
Operational Indicators	<ul style="list-style-type: none"> ■ Percentage of water / sanitary / storm network inspected ■ Operating costs for the collection of wastewater per kilometre of main. ■ Number of wastewater main backups per 100 kilometres of main ■ Operating costs for storm water management (collection, treatment, and disposal) per kilometre of drainage system. ■ Operating costs for the distribution/ transmission of drinking water per kilometre of water distribution pipe. ■ Number of days when a boil water advisory issued by the medical officer of health, applicable to a municipal water supply, was in effect. ■ Number of water main breaks per 100 kilometres of water distribution pipe in a year. ■ Number of customer requests received annually per water / sanitary / storm networks ■ Percentage of customer requests responded to within 24 hours per water / sanitary / storm network

6.0 Asset Management Strategy

6.1 Objective

To outline and establish a set of planned actions, based on best practice, that will enable the assets to provide a desired and sustainable level of service, while managing risk, at the lowest lifecycle cost.

The Asset Management Strategy will develop an implementation process that can be applied to the needs identification and prioritization of renewal, rehabilitation, and maintenance activities. This will assist in the production of a 10 year plan, including growth projections, to ensure the best overall health and performance of the municipality's infrastructure.

This section includes an overview of condition assessment techniques for each asset class; the lifecycle interventions required, including interventions with the best ROI; and prioritization techniques, including risk, to determine which priority projects should move forward into the budget first.

6.2 Non-Infrastructure Solutions and Requirements

The municipality should explore, as requested through the provincial requirements, which non-infrastructure solutions should be incorporated into the budgets for the road, water, sewer (sanitary and storm), and bridges & culverts programs. Non- Infrastructure solutions are such items as studies, policies, condition assessments, consultation exercises, etc., that could potentially extend the life of assets or lower total asset program costs in the future.

Typical solutions for a municipality include linking the asset management plan to the strategic plan, growth and demand management studies, infrastructure master plans, better integrated infrastructure and land use planning, public consultation on levels of service, and condition assessment programs. As part of future asset management plans, a review of these requirements should take place, and a portion of the capital budget should be dedicated for these items in each programs budget.

It is recommended, under this category of solutions, that the municipality implement holistic condition assessment programs for their road, water, sanitary, and storm sewer networks. This will lead to higher understanding of infrastructure needs, enhanced budget prioritization methodologies, and a clearer path of what is required to achieve sustainable infrastructure programs.

6.3 Condition Assessment Programs

The foundation of good asset management practice is based on having comprehensive and reliable information on the current condition of the infrastructure. Municipalities need to have a clear understanding regarding performance and condition of their assets, as all management decisions regarding future expenditures and field activities should be based on this knowledge. An incomplete understanding about an asset may lead to its premature failure or premature replacement.

Some benefits of holistic condition assessment programs within the overall asset management process are listed below:

- Understanding of overall network condition leads to better management practices
- Allows for the establishment of rehabilitation programs
- Prevents future failures and provides liability protection
- Potential reduction in operation / maintenance costs
- Accurate current asset valuation
- Allows for the establishment of risk assessment programs
- Establishes proactive repair schedules and preventive maintenance programs
- Avoids unnecessary expenditures

- Extends asset service life therefore improving level of service
- Improves financial transparency and accountability
- Enables accurate asset reporting which, in turn, enables better decision making

Condition assessment can involve different forms of analysis such as subjective opinion, mathematical models, or variations thereof, and can be completed through a very detailed or very cursory approach.

When establishing the condition assessment of an entire asset class, the cursory approach (metrics such as good, fair, poor, critical) is used. This will be a less expensive approach when applied to thousands of assets, yet will still provide up to date information, and will allow for detailed assessment or follow up inspections on those assets captured as poor or critical condition later.

The following section outlines condition assessment programs available for road, bridge, sewer, and water networks that would be useful for the municipality.

6.3.1 Pavement Network Inspections

Typical industry pavement inspections are performed by consulting firms using specialised assessment vehicles equipped with various electronic sensors and data capture equipment. The vehicles will drive the entire road network and typically collect two different types of inspection data – surface distress data and roughness data.

Surface distress data involves the collection of multiple industry standard surface distresses, which are captured either electronically, using sensing detection equipment mounted on the van, or visually, by the van's inspection crew. Examples of surface distresses are:

- **For asphalt surfaces**
alligator cracking; distortion; excessive crown; flushing; longitudinal cracking; map cracking; patching; edge cracking; potholes; ravelling; rippling; transverse cracking; wheel track rutting
- **For concrete surfaces**
coarse aggregate loss; corner 'C' and 'D' cracking; distortion; joint faulting; joint sealant loss; joint spalling; linear cracking; patching; polishing; potholes; ravelling; scaling; transverse cracking

Roughness data capture involves the measurement of the roughness of the road, measured by lasers that are mounted on the inspection van's bumper, calibrated to an international roughness index.

Most firms will deliver this data to the client in a database format complete with engineering algorithms and weighting factors to produce an overall condition index for each segment of roadway. This type of scoring database is ideal for upload into the CityWide software database, in order to tag each road with a present condition and then further lifecycle analysis to determine what activity should be completed on which road, in what timeframe, and to calculate the cost for the work will be completed within the CityWide system.

The above process is an excellent way to capture road condition as the inspection trucks will provide detailed surface and roughness data for each road segment, and often include video or street imagery.

Another option for a cursory level of condition assessment is for municipal road crews to perform simple windshield surveys as part of their regular patrol. Many municipalities have created data collection inspection forms to assist this process and to standardize what presence of defects would constitute a good, fair, poor, or critical score. Lacking any other data for the complete road network, this can still be seen as a good method and will assist greatly with the overall management of the road network. The CityWide Works software has a road patrol component built in that could capture this type of inspection data during road patrols in the field, enabling later analysis of rehabilitation and replacement needs for budget development.

It is recommended that the municipality establish a pavement condition assessment program and that a portion of capital funding is dedicated to this.

6.3.2 Bridges & Culverts (greater than 3m) Inspections

Ontario municipalities are mandated by the Ministry of Transportation to inspect all structures that have a span of 3 metres or more, according to the OSIM (Ontario Structure Inspection Manual). At present, in the municipality, there are 21 structures that meet this criterion.

Structure inspections must be performed by, or under the guidance of, a structural engineer, must be performed on a biennial basis (once every two years), and include such information as structure type, number of spans, span lengths, other key attribute data, detailed photo images, and structure element by element inspection, rating and recommendations for repair, rehabilitation, and replacement.

The best approach to develop a 10 year needs list for the municipality's structure portfolio would be to have the structural engineer who performs the inspections to develop a maintenance requirements report, and rehabilitation and replacement requirements report as part of the overall assignment. In addition to refining the overall needs requirements, the structural engineer should identify those structures that will require more detailed investigations and non-destructive testing techniques. Examples of these investigations are:

- Detailed deck condition survey
- Non-destructive delamination survey of asphalt covered decks
- Substructure condition survey
- Detailed coating condition survey
- Underwater investigation
- Fatigue investigation
- Structure evaluation

Through the OSIM recommendations and additional detailed investigations, a 10 year needs list will be developed for the municipality's bridges.

The 10 year needs list developed could then be further prioritized using risk management techniques to better allocate resources. Also, the results of the OSIM inspection for each structure, whether BCI (bridge condition index) or general condition (good, fair, poor, critical) should be entered into the CityWide software to update results and analysis for the development of the budget.

6.3.3 Sewer Network Inspections (Sanitary & Storm)

The most popular and practical type of sanitary and storm sewer assessment is the use of Closed Circuit Television Video (CCTV). The process involves a small robotic crawler vehicle with a CCTV camera attached that is lowered down a maintenance hole into the sewer main to be inspected. The vehicle and camera then travels the length of the pipe providing a live video feed to a truck on the road above where a technician / inspector records defects and information regarding the pipe. A wide range of construction or deterioration problems can be captured including open/displaced joints, presence of roots, infiltration & inflow, cracking, fracturing, exfiltration, collapse, deformation of pipe and more. Therefore, sewer CCTV inspection is a very good tool for locating and evaluating structural defects and general condition of underground pipes.

Even though CCTV is an excellent option for inspection of sewers it is a fairly costly process and does take significant time to inspect a large volume of pipes.

Another option in the industry today is the use of Zoom Camera equipment. This is very similar to traditional CCTV, however, a crawler vehicle is not used but in it's a place a camera is lowered down a maintenance hole attached to a pole like piece of equipment. The camera is then rotated towards each connecting pipe and the operator above progressively zooms in to record all defects and information about each pipe. The downside to this technique is the further down the pipe the image is zoomed, the less clarity is available to accurately record defects and measurement. The upside is the process is far quicker and significantly less expensive and an assessment of the manhole can be provided as well. Also, it is important to note that 80% of pipe deficiencies generally occur within 20 metres of each manhole. The following is a list of advantages of utilizing Zoom Camera technology:

- A time and cost efficient way of examining sewer systems;
- Problem areas can be quickly targeted;

- Can be complemented by a conventional camera (CCTV), if required afterwards;
- In a normal environment, 20 to 30 manholes can be inspected in a single day, covering more than 1,500 meters of pipe;
- Contrary to the conventional camera approach, cleaning and upstream flow control is not required prior to inspection;
- Normally detects 80% of pipe deficiencies, as most deficiencies generally occur within 20 meters of manholes.

The following table is based on general industry costs for traditional CCTV inspection and Zoom Camera inspection; however, costs should be verified through local contractors. It is for illustrative purposes only but supplies a general idea of the cost to inspect Kenora's entire sanitary and storm networks.

Sanitary and Sewer Inspection Cost Estimates				
Sewer Network	Assessment Activity	Cost	Metres of Main / # of Manholes	Total
Sanitary	Full CCTV	\$10 (per m)	124,000m	\$1,240,000
	Zoom	\$300 (per mh)	1,221 manholes	\$366,300
Storm	Full CCTV	\$10 (per m)	36,000m	\$360,000
	Zoom	\$300 (Per mh)	671 manholes	\$201,300

It can be seen from the above table that there is a significant cost savings achieved through the use of Zoom Camera technology. A good industry trend and best practice is to inspect the entire network using Zoom Camera technology and follow up on the poor and critical rated pipes with more detail using a full CCTV inspection. In this way, inspection expenditures are kept to a minimum, however, an accurate assessment on whether to rehabilitate or replace pipes will be provided for those with the greatest need.

It is recommended that the municipality establish a sewer condition assessment program and that a portion of capital funding is dedicated to this.

In addition to receiving a video and defect report of each pipe's CCTV or Zoom camera inspection, many companies can now provide a database of the inspection results, complete with scoring matrixes that provide an overall general condition score for each pipe segment that has been assessed. Typically pipes are scored from 1 – 5, with 1 being a relatively new pipe and 5 being a pipe at the end of its design life. This type of scoring database is ideal for upload into the CityWide software database, in order to tag each pipe with a present condition and then further lifecycle analysis to determine what activity should be done to which pipe, in what timeframe, and to calculate the cost for the work will be completed by the CityWide system.

6.3.4 Water network inspections

Unlike sewer mains, it is very difficult to inspect water mains from the inside due to the high pressure flow of water constantly underway within the water network. Physical inspections require a disruption of service to residents, can be an expensive exercise, and are time consuming to set up. It is recommended practice that physical inspection of water mains typically only occurs for high risk, large transmission mains within the system, and only when there is a requirement. There are a number of high tech inspection techniques in the industry for large diameter pipes but these should be researched first for applicability as they are quite expensive. Examples are:

- Remote eddy field current (RFEC)
- Ultrasonic and acoustic techniques
- Impact echo (IE)
- Georadar

For the majority of pipes within the distribution network gathering key information in regards to the main and its environment can supply the best method to determine a general condition. Key data that could be used, along with weighting factors, to determine an overall condition score are listed below.

- Age
- Material Type

- Breaks
- Hydrant Flow Inspections
- Soil Condition

Understanding the age of the pipe will determine useful life remaining, however, water mains fail for many other reasons than just age. The pipe material is important to know as different pipe types have different design lives and different deterioration profiles. Keeping a water main break history is one of the best analysis tools to predict future pipe failures and to assist with programming rehabilitation and replacement schedules. Also, most municipalities perform hydrant flow tests for fire flow prevention purposes. The readings from these tests can also help determine condition of the associated water main. If a hydrant has a relatively poor flow condition it could be indicative of a high degree of encrustation within the attached water main, which could then be flagged as a candidate for cleaning or possibly lining. Finally, soil condition is important to understand as certain soil types can be very aggressive at causing deterioration on certain pipe types.

It is recommended that the municipality develop a rating system for the mains within the distribution network based on the availability of key data, and that funds are budgeted for this development.

Also, it is recommended that the municipality utilize the CityWide Works application to track water main break work orders and hydrant flow inspection readings as a starting point to develop a future scoring database for each water main.

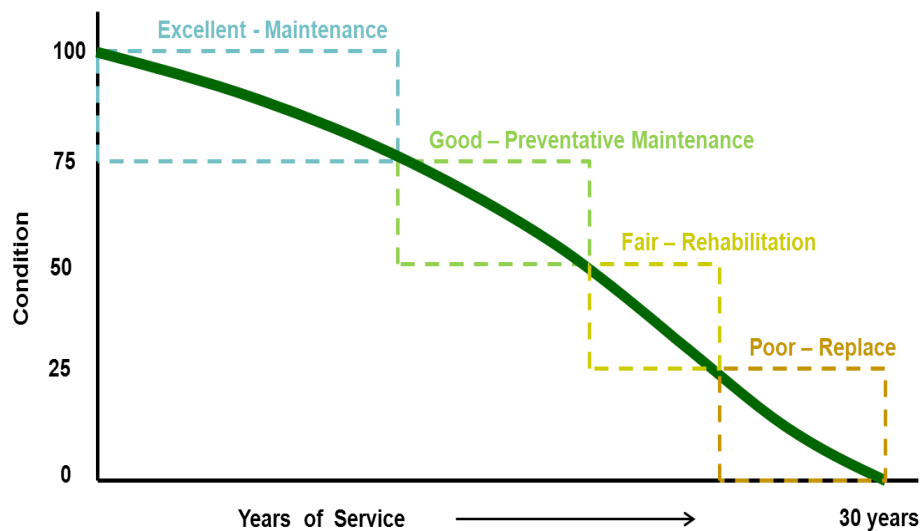
6.4 AM Strategy – Lifecycle Analysis Framework

An industry review was conducted to determine which lifecycle activities can be applied at the appropriate time in an asset's life, to provide the greatest additional life at the lowest cost. In the asset management industry, this is simply put as doing the right thing to the right asset at the right time. If these techniques are applied across entire asset networks or portfolios (e.g., the entire road network), the municipality could gain the best overall asset condition while expending the lowest total cost for those programs.

6.4.1 Paved Roads

The following analysis has been conducted at a fairly high level, using industry standard activities and costs for paved roads. With future updates of this Asset Management Strategy, the municipality may wish to run the same analysis with a detailed review of municipality activities used for roads and the associated local costs for those work activities. All of this information can be input into the CityWide software suite in order to perform updated financial analysis as more detailed information becomes available.

The following diagram depicts a general deterioration profile of a road with a 30 year life.



As shown above, during the road's lifecycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; preventative maintenance; rehabilitation; and replacement or reconstruction.

The windows or thresholds for when certain work activities should be applied to also coincide approximately with the condition state of the asset as shown below:

Asset Condition and Related Work Activity: Paved Roads		
Condition	Condition Range	Work Activity
Excellent condition (Maintenance only phase)	100-76	■ maintenance only
Good Condition (Preventative maintenance phase)	75 - 51	■ crack sealing ■ emulsions
Fair Condition (Rehabilitation phase)	50 -26	■ resurface - mill & pave ■ resurface - asphalt overlay ■ single & double surface treatment (for rural roads)
Poor Condition (Reconstruction phase)	25 - 1	■ reconstruct - pulverize and pave ■ reconstruct - full surface and base reconstruction
Critical Condition (Reconstruction phase)	0	■ critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the poor category above.

With future updates of this Asset Management Strategy the municipality may wish to review the above condition ranges and thresholds for when certain types of work activity occur, and adjust to better suit the municipality's work program. Also note: when adjusting these thresholds, it actually adjusts the level of service provided and ultimately changes the amount of money required. These threshold and condition ranges can be easily updated with the CityWide software suite and an updated financial analysis can be calculated. These adjustments will be an important component of future Asset Management Plans, as the Province requires each municipality to present various management options within the financing plan.

Preventative maintenance activities such as routing and crack sealing have the lowest associated cost (per sq. m) in order to obtain one year of added life. Of course, preventative maintenance activities can only be applied to a road at a relatively early point in the lifecycle. It is recommended that the municipality engage in an active preventative maintenance program for all paved roads and that a portion of the maintenance budget is allocated to this.

Also, rehabilitation activities, such as urban and rural resurfacing or double surface treatments (tar and chip) for rural roads have a lower cost to obtain each year of added life than full reconstruction activities. It is recommended, if not in place already, that the municipality engages in an active rehabilitation program for urban and rural paved roads and that a portion of the capital budget is dedicated to this.

Of course, in order to implement the above programs it will be important to also establish a general condition score for each road segment, established through standard condition assessment protocols as previously described.

It is important to note that a worst first budget approach, whereby no lifecycle activities other than reconstruction at the end of a roads life are applied, will result in the most costly method of managing a road network overall.

6.4.2 Gravel Roads

The lifecycle activities required for these roads are quite different from paved roads. Gravel roads require a cycle of perpetual maintenance, including general re-grading, reshaping of the crown and cross section, gravel spot and section replacement, dust abatement and ditch clearing and cleaning.

Gravel roads can require frequent maintenance, especially after wet periods and when accommodating increased traffic. Wheel motion shoves material to the outside (as well as in-between travelled lanes), leading to rutting, reduced water-runoff, and eventual road destruction if unchecked. This deterioration process is prevented if interrupted early enough, simple re-grading is sufficient, with material being pushed back into the proper profile.

As a high proportion of gravel roads can have a significant impact on the maintenance budget, it is recommended that with further updates of this asset management plan the municipality study the traffic volumes and maintenance requirements in more detail for its gravel road network.

Similar studies elsewhere have found converting certain roadways to paved roads can be very cost beneficial especially if frequent maintenance is required due to higher traffic volumes. Roads within the gravel network should be ranked and rated using the following criteria:

- Usage - traffic volumes and type of traffic
- Functional importance of the roadway
- Known safety issues
- Frequency of maintenance and overall expenditures required

Through the above type of analysis, a program could be introduced to convert certain gravel roadways into paved roads, reducing overall costs, and be brought forward into the long range budget.

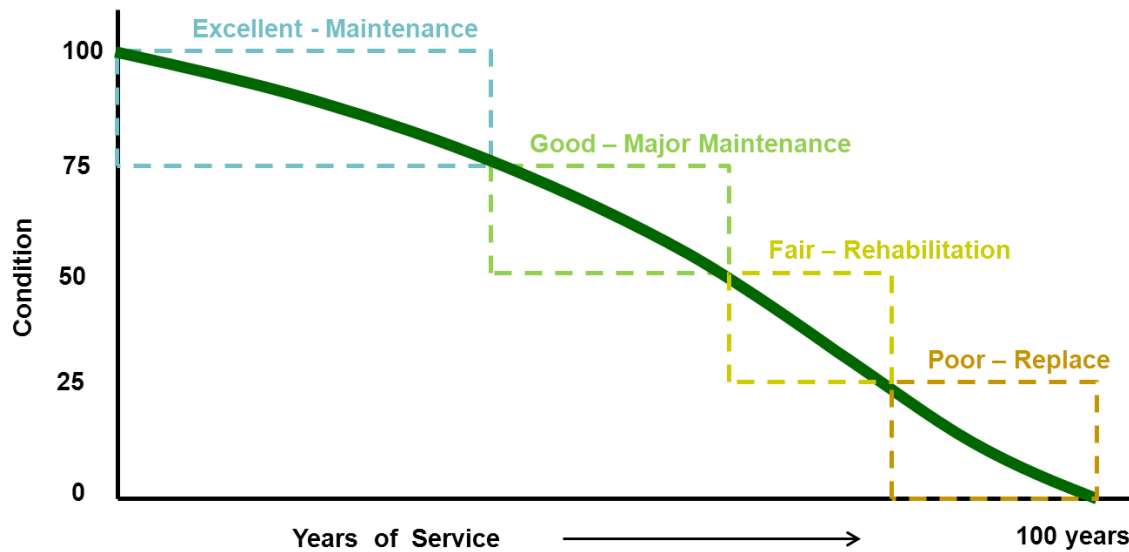
6.4.3 Bridges & Culverts (greater than 3m span)

The best approach to develop a 10 year needs list for the municipality's bridge structure portfolio would be to have the structural engineer who performs the inspections to develop a maintenance requirements report, a rehabilitation and replacement requirements report and identify additional detailed inspections as required. This approach is described in more detail within the Bridges & Culverts (greater than 3m) Inspections section above.

6.4.4 Sanitary and Storm Sewers

The following analysis has been conducted at a fairly high level, using industry standard activities and costs for sanitary and storm sewer rehabilitation and replacement. With future updates of this asset management strategy, the municipality may wish to run the same analysis with a detailed review of municipality activities used for sewer mains and the associated local costs for those work activities. All of this information can be input into the CityWide software suite in order to perform updated financial analysis as more detailed information becomes available.

The following diagram depicts a general deterioration profile of a sewer main with a 100 year life.



As shown above, during the sewer main's lifecycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; major maintenance; rehabilitation; and replacement or reconstruction.

The windows or thresholds for when certain work activities should be applied also coincide approximately with the condition state of the asset as shown below:

Asset Condition and Related Work Activity: Sewer Main		
Condition	Condition Range	Work Activity
Excellent condition (Maintenance only phase)	100-76	■ maintenance only (cleaning & flushing etc.)
Good Condition (Preventative maintenance phase)	75 - 51	■ mahhole repairs ■ small pipe section repairs
Fair Condition (Rehabilitation phase)	50 -26	■ structural relining
Poor Condition (Reconstruction phase)	25 - 1	■ pipe replacement
Critical Condition (Reconstruction phase)	0	■ critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the poor category above.

With future updates of this Asset Management Strategy the municipality may wish to review the above condition ranges and thresholds for when certain types of work activity occur, and adjust to better suit the municipality's work program. Also note: when adjusting these thresholds, it actually adjusts the level of service provided and ultimately changes the amount of money required. These threshold and condition ranges can be easily updated with the CityWide software suite and an updated financial analysis can be calculated. These adjustments will be an important component of future Asset Management Plans, as the province requires each municipality to present various management options within the financing plan.

Structural rehabilitation or lining of sewer mains is an extremely cost effective industry activity and solution for pipes with a diameter less than 625mm. The unit cost of lining is approximately one third of replacement and the cost to obtain one year of added life is half the cost. For Kenora, this diameter range would account for over 95% of sanitary sewer mains and a high percentage of storm mains. Structural lining has been proven through industry testing to have a design life (useful life) of 75 years. However, it is believed that liners will probably obtain 100 years of life (the same as a new pipe).

For sewer mains with diameters greater than 625mm specialized liners are required and therefore the costs are no longer effective. It should be noted, however, that the industry is continually expanding its technology in this area and therefore future costs should be further reviewed for change and possible price reductions.

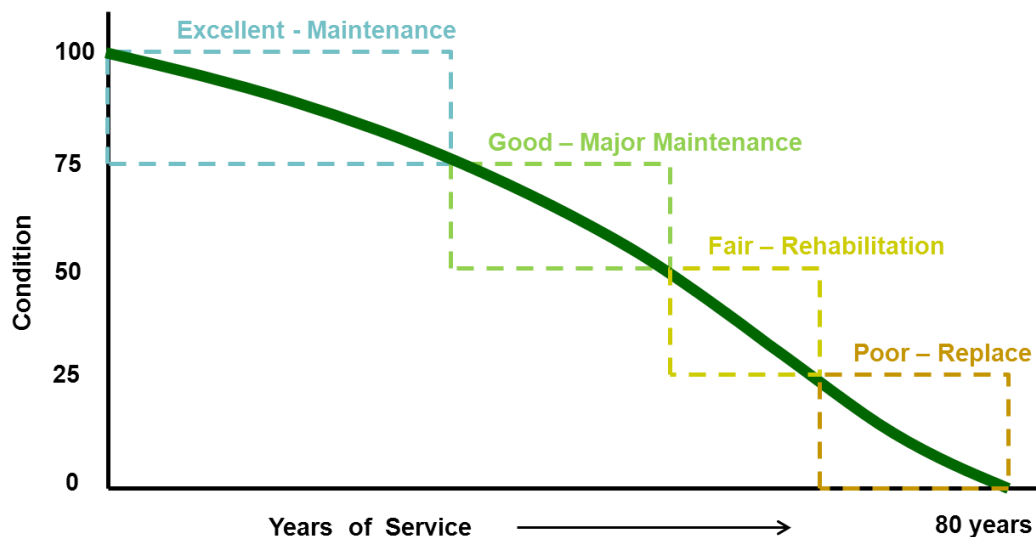
It is recommended, if not in place already, that the municipality engage in an active structural lining program for sanitary and storm sewer mains and that a portion of the capital budget be dedicated to this.

In order to implement the above, it will be important to also establish a condition assessment program to establish a condition score for each sewer main within the sanitary and storm collection networks, and therefore identify which pipes are good candidates for structural lining.

6.4.5 Water Network

As with roads and sewers above, the following analysis has been conducted at a fairly high level, using industry standard activities and costs for water main rehabilitation and replacement.

The following diagram depicts a general deterioration profile of a water main with an 80 year life.



As shown above, during the water main's lifecycle there are various windows available for work activity that will maintain or extend the life of the asset. These windows are: maintenance; major maintenance; rehabilitation; and replacement or reconstruction.

The windows or thresholds for when certain work activities should be applied also coincide approximately with the condition state of the asset as shown below:

Asset Condition and Related Work Activity: Water Main		
Condition	Condition Range	Work Activity
excellent condition (Maintenance only phase)	100-76	■ maintenance only (cleaning & flushing etc.)
good Condition (Preventative maintenance phase)	75 - 51	■ water main break repairs ■ small pipe section repairs
fair Condition (Rehabilitation phase)	50 -26	■ structural water main relining
poor Condition (Reconstruction phase)	25 - 1	■ pipe replacement
critical Condition (Reconstruction phase)	0	■ critical includes assets beyond their useful lives which make up the backlog. They require the same interventions as the poor category above.

Water rehab technologies still require some digging (known as low dig technologies, due to lack of access) and are actually more expensive on a lifecycle basis. However, if the road above the water main is in good condition lining avoids the cost of road reconstruction still resulting in a cost effective solution.

It should be noted, that the industry is continually expanding its technology in this area and therefore future costs should be further reviewed for change and possible price reductions.

At this time, it is recommended that the municipality only utilize water main structural lining when the road above requires rehab or no work.

6.5 Growth and Demand

Typically a municipality will have specific plans associated with population growth. It is essential that the asset management strategy should address not only the existing infrastructure, as above, but must include the impact of projected growth on defined project schedules and funding requirements. Projects would include the funding of the construction of new infrastructure, and/or the expansion of existing infrastructure to meet new demands. The municipality should enter these projects into the CityWide software in order to be included within the short and long term budgets as required.

6.6 Project Prioritization

The above techniques and processes when established for the road, water, sewer networks and bridges will supply a significant listing of potential projects. Typically the infrastructure needs will exceed available resources and therefore project prioritization parameters must be developed to ensure the right projects come forward into the short and long range budgets. An important method of project prioritization is to rank each project, or each piece of infrastructure, on the basis of how much risk it represents to the organization.

6.6.1 Risk Matrix and Scoring Methodology

Risk within the infrastructure industry is often defined as the probability (likelihood) of failure multiplied by the consequence of that failure.

$$\text{RISK} = \text{LIKELIHOOD OF FAILURE} \times \text{CONSEQUENCE OF FAILURE}$$

The likelihood of failure relates to the current condition state of each asset, whether they are in excellent, good, fair, poor or critical condition, as this is a good indicator regarding their future risk of failure. The consequence of failure relates to the magnitude, or overall effect, that an asset's failure will cause. For instance, a small diameter water main break in a sub division may cause a few customers to have no water service for a few hours, whereby a large trunk water main break outside a hospital would be catastrophic. The following table represents the scoring matrix for risk:

		50 Assets 65,758.322408548 m2, m \$11,227,744.63	77 Assets 134,601.13132968 m2, units, m \$74,951,802.80	50 Assets 192,676.79783146 m2, m \$18,160,491.31	28 Assets 74,233.595639768 m2, m \$7,115,141.42	117 Assets 98,545.620529766 m2, m \$9,155,487.35
5		1 Asset 5.42305907586 m \$4,392.86	45 Assets 1,129.3609059534 units, m \$16,639,076.56	49 Assets 3,911.8208213433 m \$2,828,437.42	4 Assets 135.69019429813 m \$73,702.81	100 Assets 4,117.7802611505 m \$2,735,414.08
4		57 Assets 29,939.65324897 m2, m \$7,013,104.12	140 Assets 133,078.27225008 m2, units, m \$5,835,883.59	300 Assets 120,185.41952847 m2, units, m \$6,974,547.36	92 Assets 39,983.014440605 m2, m \$2,978,809.88	234 Assets 12,130.618512144 m \$7,209,612.10
3		59 Assets 6,411.1702710917 m \$3,958,888.94	269 Assets 22,136.896143829 units, m \$17,024,894.12	285 Assets 13,578.487370837 units, m \$7,898,809.63	94 Assets 4,619.334405413 m \$2,516,729.98	364 Assets 22,397.178900215 units, m \$12,147,481.49
2		118 Assets 17,840.472319215 m, units \$12,856,509.09	667 Assets 54,879.357762373 m \$26,837,251.53	406 Assets 25,686.480722292 units, m \$12,803,226.64	402 Assets 21,286.296463707 m \$10,272,137.42	480 Assets 42,130.033429083 units, m \$21,027,838.85
1	Low	1	2	3	4	5

All of the municipality's assets analyzed within this asset management plan have been given both a likelihood of failure score and a consequence of failure score within the CityWide software.

The following risk scores have been developed at a high level for each asset class within the CityWide software system. It is recommended that the municipality undertake a detailed study to develop a more

tailored suite of risk scores, particularly in regards to the consequence of failure, and that this be updated within the CityWide software with future updates to this Asset Management Plan.

The current scores that will determine budget prioritization currently within the system are as follows:

All assets:

The Likelihood of Failure score is based on the condition of the assets:

Likelihood of Failure: All Assets	
Asset condition	Likelihood of failure
Excellent condition	Score of 1
Good condition	Score of 2
Fair condition	Score of 3
Poor condition	Score of 4
Critical condition	Score of 5

Bridges (based on valuation):

The consequence of failure score for this initial AMP is based upon the replacement value of the structure. The higher the value, probably the larger the structure and therefore probably the higher the consequential risk of failure:

Consequence of Failure: Bridges	
Replacement Value	Consequence of failure
Up to \$200k	Score of 1
\$201 to \$500k	Score of 2
\$501 to \$800k	Score of 3
\$801 to \$2.5m	Score of 4
\$2.5m and over	Score of 5

Roads (based on classification):

The consequence of failure score for this initial AMP is based upon the road classification as this will reflect traffic volumes and number of people affected.

Consequence of Failure: Roads	
Road Classification	Consequence of failure
Gravel	Score of 1
Surface treated	Score of 3
Paved	Score of 5

Sanitary Sewer (based on diameter):

The consequence of failure score for this initial AMP is based upon pipe diameter as this will reflect potential upstream service area affected.

Consequence of Failure: Sanitary Sewer	
Pipe Diameter	Consequence of failure
Less than 200mm	Score of 1
201-350mm	Score of 2
351-500mm	Score of 3
501-650mm	Score of 4
651mm and over	Score of 5

Water (based on diameter):

The consequence of failure score for this initial AMP is based upon pipe diameter as this will reflect potential service area affected.

Consequence of Failure: Water	
Pipe Diameter	Consequence of Failure
Less than 150mm	Score of 1
151 – 250mm	Score of 2
251 – 350mm	Score of 3
351 – 450mm	Score of 4
451 and over	Score of 5

Storm Sewer (based on diameter):

The consequence of failure score for this initial AMP is based upon pipe diameter as this will reflect potential upstream service area affected.

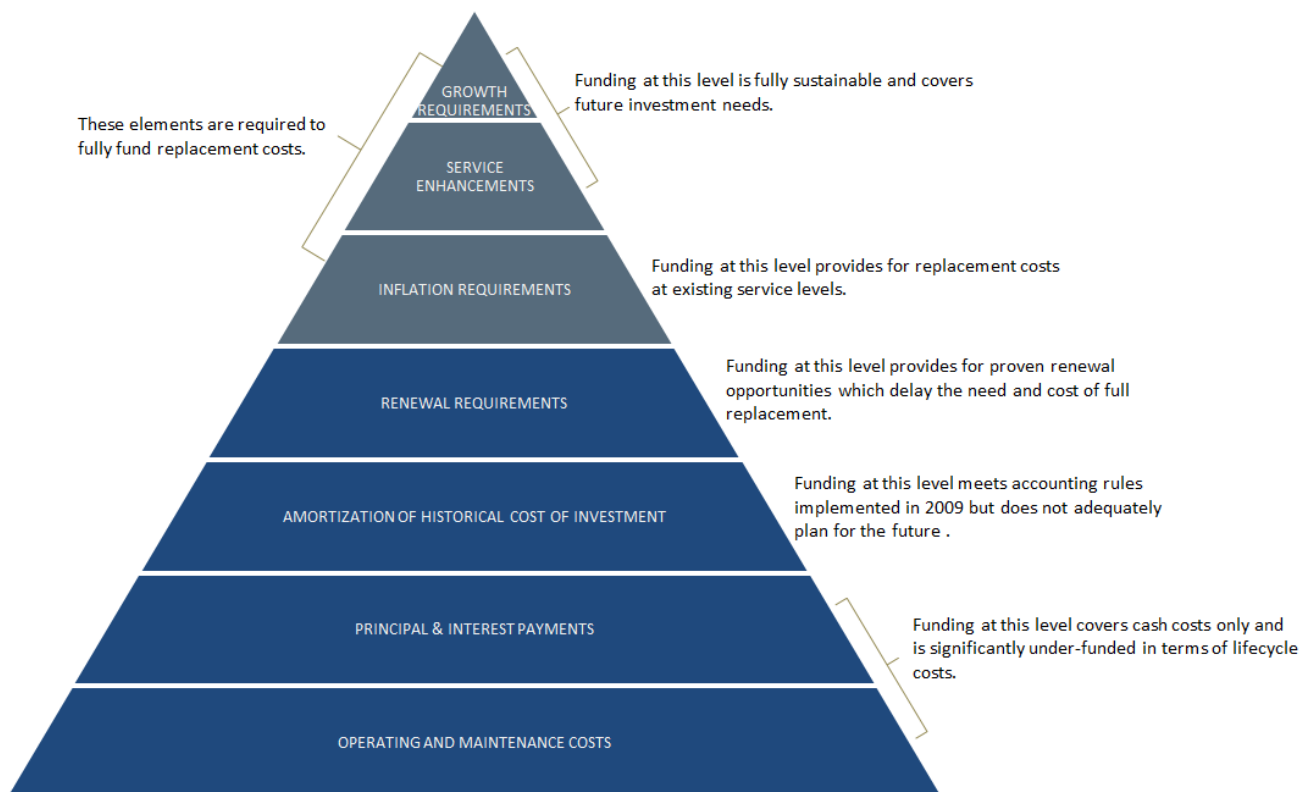
Consequence of Failure: Storm Sewer	
Replacement Value	Consequence of failure
Less than 200mm	Score of 1
201-350mm	Score of 2
351-500mm	Score of 3
501-650mm	Score of 4
651mm and over	Score of 5

7.0 Financial Strategy

7.1 General overview of financial plan requirements

In order for an AMP to be effectively put into action, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow Kenora to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service and projected growth requirements.

The following pyramid depicts the various cost elements and resulting funding levels that should be incorporated into AMP's that are based on best practices.



This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

- a) the financial requirements (as documented in the State of the Infrastructure section of this report) for:
 - existing assets
 - existing service levels
 - requirements of contemplated changes in service levels (none identified for this plan)
 - requirements of anticipated growth (none identified for this plan)
- b) use of traditional sources of municipal funds:
 - tax levies
 - user fees
 - reserves
 - debt (no additional debt required for this AMP)
 - development charges (not applicable)

- c) use of non-traditional sources of municipal funds:
 - reallocated budgets (not required for this AMP)
 - partnerships (not applicable)
 - procurement methods (no changes recommended)
- d) use of senior government funds:
 - federal gas tax
 - grants (not included in this plan due to Provincial requirements for firm commitments)

If the financial plan component of an AMP results in a funding shortfall, the Province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the Province may evaluate a municipality's approach to the following:

- a) in order to reduce financial requirements, consideration has been given to revising service levels downward
- b) all asset management and financial strategies have been considered. For example:
 - if a zero debt policy is in place, is it warranted? If not, the use of debt should be considered.
 - do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

This AMP includes recommendations that avoid long-term funding deficits.

7.2 Financial information relating to Kenora's AMP

7.2.1 Funding objective

We have developed scenarios that would enable the City of Kenora to achieve full funding within 5 years or 10 years for the following assets:

- a) Tax funded assets - paved roads; bridges & culverts; storm sewers.
- b) Rate funded assets – water services; sanitary sewers.

Note: For the purposes of this AMP, we have excluded the category of gravel roads since gravel roads are a perpetual maintenance asset and end of life replacement calculations do not normally apply. If gravel roads are maintained properly they, in essence, could last forever.

For each scenario developed we have included strategies, where applicable, regarding the use of tax revenues, user fees and reserves.

7.3 Tax funded assets

7.3.1 Current funding position

Tables 1 and 2 outline, by asset category, the City of Kenora's average annual asset investment requirements, current funding positions and funding increases required to achieve full funding on assets funded by taxes.

Asset Category	Average Annual Investment Required	2013 Annual Funding Available				Annual Deficit
		Taxes	Gas Tax	Other	Total	
Paved Roads	2,850,000	1,255,000	0	0	1,255,000	1,595,000
Bridges & Culverts	3,335,000	0	900,000	0	900,000	2,435,000
Storm Sewers	856,000	150,000	0	0	150,000	706,000
Total	7,041,000	1,405,000	900,000	0	2,305,000	4,736,000

7.3.2. Recommendations for full funding

The average annual investment requirement for paved roads, bridges & culverts and storm sewers is \$7,041,000. Annual revenue currently allocated to these assets is \$2,305,000 leaving an annual deficit of \$4,736,000. To put it another way, these infrastructure categories are currently funded at 33% of their long-term requirements.

Kenora has annual tax revenues of \$21,627,000 in 2013. As illustrated in table 2, full funding would require an increase in tax revenue of 22.0% over time.

Asset Category	Tax Increase Required for Full Funding
Paved Roads	7.4%
Bridges & Culverts	11.3%
Storm Sewers	3.3%
Total	22.0%

Through table 3, we have expanded the above scenarios to outline two options:

	Tax Revenues	
	5 Years	10 Years
Annual tax increases required	4.4%	2.2%

We recommend the 10 year option in table 3. This involves full funding being achieved over 10 years by:

- a) increasing tax revenues by 2.2% each year for the next 10 years solely for the purpose of phasing in full funding to the three asset categories covered by this AMP.
- b) allocating 100% of the federal gas tax revenue (currently \$900,000) to the bridges and culverts category.
- c) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. Normally, our recommendations include covering any increases in debt payments for asset categories covered by this AMP and allocating any decreases in those payments to the funding available for phasing out the deficit. As indicated in table 9, there are no changes in debt payments on tax funded asset categories in the next 5 years. Although not illustrated, there are also no changes in debt payments on tax funded asset categories in the next 10 years.
2. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this funding cannot be incorporated into the AMP unless there are firm commitments in place.

Although this option achieves full funding on an annual basis in 10 years and provides financial sustainability over the period modeled (to 2050), the recommendations do require prioritizing capital projects to fit the resulting annual funding available. For example, as of 2013, age based data shows a pent up investment demand of \$9,346,000 for paved roads, \$1,543,000 for bridges/culverts and \$9,555,000 for storm sewers. Prioritizing these and future projects will require the age based data to be replaced by condition based data. Although our recommendations include no further use of debt, the results of the condition based analysis may require otherwise.

7.4 Rate funded assets

7.4.1 Current funding position

Tables 4 and 5 outline, by asset category, the City of Kenora's average annual asset investment requirements, current funding positions and funding increases required to achieve full funding on assets funded by rates.

Asset Category	Average Annual Investment Required	2013 Annual Funding Available			Annual Deficit	
		Rates	Less: Allocated to Operations	Other		Total
Sanitary Services	1,685,000	2,969,000	-2,681,000	0	288,000	1,397,000
Water Services	1,948,000	3,080,000	-2,291,000	0	789,000	1,159,000
Total	3,633,000	6,049,000	-4,972,000	0	1,077,000	2,556,000

7.4.2. Recommendations for full funding

The average annual investment requirement for sanitary and water services is \$3,633,000. Annual revenue currently allocated to these assets for capital purposes is \$1,077,000 leaving an annual deficit of \$2,556,000. To put it another way, these infrastructure categories are currently funded at 30% of their long-term requirements.

In 2013, Kenora has annual sanitary revenues of \$2,969,000 and water revenues of \$3,080,000. As illustrated in table 5, full funding would require an increase in sanitary rates by 47.1% over time and water rates by 37.6% over time.

Asset Category	Rate Increase Required for Full Funding
Sanitary Services	47.1%
Water Services	37.6%

As illustrated in table 9, from 2013 to 2017 (5 years), Kenora's debt payments for sanitary services and water services will not be decreasing. Although not illustrated, over the next 10 years, debt payments will decrease by \$91,000 for water services. Our recommendations include the consideration of capturing that decrease in cost and allocating it to the infrastructure deficits outlined above. Table 6 illustrates this concept.

Table 6 illustrates these concepts:

Table 6. Effect of Allocating Decreases in Debt Servicing Costs to Infrastructure Deficit				
	Sanitary Services		Water Services	
	5 Years	10 Years	5 Years	10 Years
Infrastructure Deficit as Outlined in Table 4	1,397,000	1,397,000	1,159,000	1,159,000
Decrease in Debt Servicing Costs	0	0	0	91,000
Net Infrastructure Deficit to be Addressed by Rates	1,397,000	1,397,000	1,159,000	1,068,000
Resulting Rate Increase Required:				
Total Over Time	47.1%	47.1%	37.6%	34.7%
Annually	9.4%	4.7%	7.5%	3.5%

In addition to the above information, Kenora has recognized the infrastructure deficits in these asset categories for some time now and approved 10% increases to both user fees for the six years 2012 to 2017.

Taking all this information into consideration, we recommend the following:

a) Sanitary services:

As already planned, the city should continue increasing rate revenues by 10.0% per year for the four years 2014 to 2017 and re-evaluating the increases required in 2018 at the appropriate time. With the compounding effect of the 10% increases and assuming inflation at 2.0%, we estimate that 2018 would require a 4.5% increase to reach full funding.

b) Water services:

As already planned, the city should continue increasing rate revenues by 10.0% per year but only for the three years 2014 to 2017 and re-evaluating the increases required in 2018 at the appropriate time. With the compounding effect of the 10% increases and assuming inflation at 2.0%, we estimate that 2018 would require a 7.4% increase to reach full funding.

c) Once full funding has been achieved, increasing future infrastructure budgets by the applicable inflation index on an annual basis.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this funding cannot be incorporated into an AMP unless there are firm commitments in place.
2. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 5 and 4 years respectively and provides financial sustainability over the period modeled (to 2050), the recommendations do require prioritizing capital projects to fit the resulting annual funding available. For example, as of 2013, age based data shows a pent up investment demand of \$9,886,000 for sanitary services and \$19,941,000 for water services. Prioritizing these and future projects will require the age based data to be replaced by condition based data. Although our recommendations include no further use of debt, the results of the condition based analysis may require otherwise.

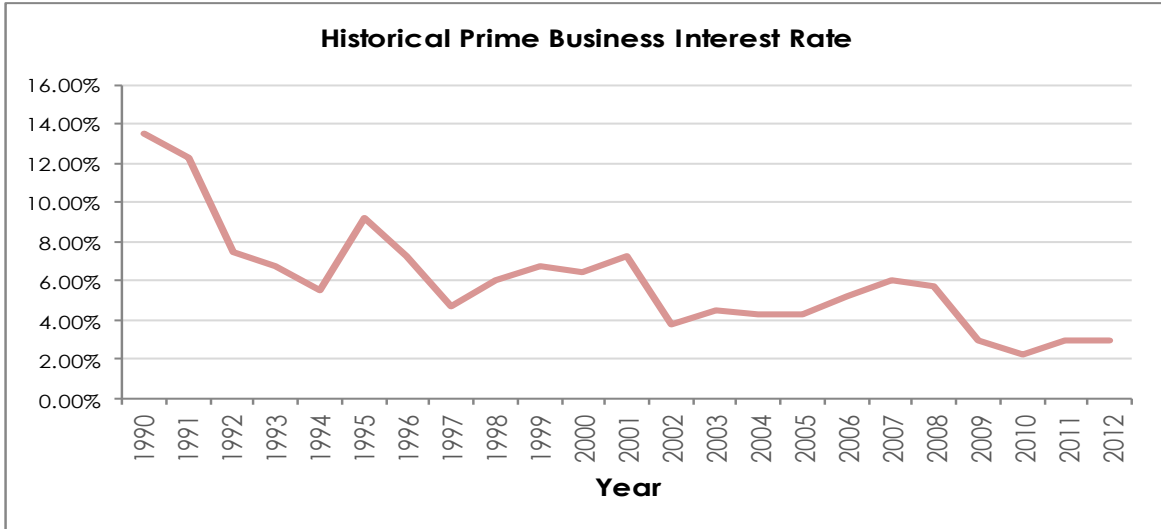
7.5 Use of debt

For reference purposes, table 7 outlines the premium paid on a project if financed by debt. For example, a \$1M project financed at 3.0%¹ over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not take into account the time value of money or the effect of inflation on delayed projects.

Interest Rate	Number Of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:

¹ Current municipal Infrastructure Ontario rates for 15 year money is 3.2%.



As illustrated in table 7, a change in 15 year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

Tables 8 and 9 outline how the City of Kenora has historically used debt for investing in the asset categories as listed. There is currently \$2,582,000 of debt outstanding for the assets covered by this AMP. In terms of overall debt capacity, Kenora currently has \$7,853,000 of total outstanding debt and \$724,000 of total annual principal and interest payment commitments. These principal and interest payments are well within its provincially prescribed annual maximum of \$9,814,000.

Asset Category	Current Debt Outstanding	Use Of Debt In Last Five Years				
		2009	2010	2011	2012	2013
Paved Roads	2,014,000	0	0	2,344,000	0	0
Bridges & Culverts	0	0	0	0	0	0
Storm Sewers	0	0	0	0	0	0
Sanitary Services	0	0	0	0	0	0
Water Services	568,000	0	0	800,000	0	0
Total for AMP Categories	2,582,000	0	0	3,144,000	0	0
Non AMP Debt	5,271,000	0	0	5,558,000	746,000	0
Overall Total	7,853,000	0	0	8,702,000	746,000	0

Asset Category	Principal & Interest Payments In Next Five Years				
	2013	2014	2015	2016	2017
Paved Roads	153,000	153,000	153,000	153,000	153,000
Bridges & Culverts	0	0	0	0	0
Storm Sewers	0	0	0	0	0
Total Tax Funded	153,000	153,000	153,000	153,000	153,000
Sanitary Services	0	0	0	0	0
Water Services	91,000	91,000	91,000	91,000	91,000
Total Rate Funded	91,000	91,000	91,000	91,000	91,000
Total AMP Debt	244,000	244,000	244,000	244,000	244,000
Non AMP Debt	480,000	480,000	480,000	480,000	480,000
Overall Total	724,000	724,000	724,000	724,000	724,000

As illustrated in this plan, the revenue options available to Kenora allow the city to fully fund its long-term infrastructure requirements without the further use of debt. However, as explained in sections 7.3.2 and 7.4.2, the recommended condition rating analysis may require otherwise.

7.6 Use of reserves

7.6.1 Available reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- financing one-time or short-term investments
- accumulating the funding for significant future infrastructure investments
- managing the use of debt
- normalizing infrastructure funding requirements

By infrastructure category, table 10 outlines the details of the reserves currently available to the City of Kenora.

Asset Category	Balance at December 31, 2013
Paved Roads	1,051,000
Bridges	891,000
Storm Sewers	458,000
Total Tax Funded	2,400,000
Water/Sanitary Services	1,591,000
Total Rate Funded	1,591,000

There is considerable debate in the municipal sector as to the appropriate level of reserves that a municipality should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

- breadth of services provided
- age and condition of infrastructure
- use and level of debt
- economic conditions and outlook
- internal reserve and debt policies.

Due to the relatively low level of reserves for the asset categories covered by this AMP, the scenarios developed in this report do not draw on the above reserves during the phase-in period to full funding. This, coupled with Kenora's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for emergency situations until reserves are built to desired levels. This will allow the City of Kenora to address high priority linear asset infrastructure investments in the short to medium-term.

7.6.2 Recommendation

As the City of Kenora updates its AMP and expands it to include other asset categories, that future planning should include determining what its long-term reserve balance requirements are and a plan to achieve such balances in the long-term.

8.0 Appendix A: Report Card Calculations

Key Calculations

1. Weighted, unadjusted star rating:

(% of assets in given condition) x (potential star rating)

2. Adjusted star rating

(weighted, unadjusted star rating) x (% of total replacement value)

3. Overall Rating

(Condition vs. Performance star rating) + (Funding vs. Need star rating)

2

Grade Cutoffs		
1. Conditions vs Performance		
Letter Grade	Star Rating	
F	0	
D	2	
D+	2.5	
C	2.9	
C+	3.5	
B	3.9	
B+	4.5	
A	4.9	
A	5	
2. Funding vs Need		
Funding %	Star rating	Grade
0.0%	0	F
25.0%	1	F
46.0%	1.9	D
61.0%	2.9	C
76.0%	3.9	B
91.0%	4.9	A
100.0%	5	A

Roads: Kenora

1. Condition vs. Performance

Total category replacement value (excludes gravel)		\$74,056,588		Segment replacement value		\$66,488,790		Segment value as a % of total category replacement value		89.8%	
Segment	Condition	Letter grade	Star rating	Quantity(m.sq) in given condition	% of Assets in given condition		Weighted, unadjusted star rating		Segment adjusted star rating		
Roads and sidewalks	Excellent	A	5	95,078	10%	0.50		2.8			
	Good	B	4	274,593	29%	1.15					
	Fair	C	3	324,234	34%	1.02					
	Poor	D	2	137,725	14%	0.29					
	Critical	F	1	125,761	13%	0.13					
			Totals	957,391	100%	3.08					

Total category replacement value		\$74,056,588		Segment replacement value		\$7,567,798		Segment value as a % of total category replacement value		10.2%	
Segment	Condition	Letter grade	Star rating	Units in given condition	% of Assets in given condition		Weighted, unadjusted star rating		Segment adjusted star rating		
Appurtenances	Excellent	A	5	8	0%	0.0		0.1			
	Good	B	4	72	4%	0.2					
	Fair	C	3	110	6%	0.2					
	Poor	D	2	119	7%	0.1					
	Critical	F	1	1,447	82%	0.8					
			Totals	1,756	100%	1.3					

Category star rating	Category letter grade
2.9	C

2. Funding vs. Need

Average annual investment required	2013 funding available	Funding percentage	Deficit	Category star rating	Category letter grade
\$2,850,000	\$1,255,000	44.0%	\$1,595,000	1.0	F

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
2.9	1.0	2.0	F

Superstructures and Substructures: Kenora

1. Condition vs. Performance

Total category replacement value		\$91,297,741		Segment replacement value		\$91,297,741		Segment value as a % of total category replacement value		100.0%	
Segment	Condition	Letter grade	Star rating	Units in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating				
Superstructures and Substructures	Excellent	A	5	2	5%	0.2	3.8				
	Good	B	4	33	80%	3.2					
	Fair	C	3	4	10%	0.3					
	Poor	D	2	0	0%	0.0					
	Critical	F	1	2	5%	0.0					
			Totals	41	100%	3.8					
							Category star rating	Category letter grade			
							3.8	C+			

2. Funding vs. Need

Average annual investment required	2013 funding available	Funding percentage	Deficit			Category star rating	Category letter grade
\$3,335,000	\$900,000	27.0%	\$2,435,000			1.0	F

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
3.8	1.0	2.4	D

Sanitary Sewer Network: Kenora

1. Condition vs. Performance

Total category replacement value		\$112,657,425			Segment replacement value		\$66,007,493		Segment value as a % of total category replacement value		58.6%
Segment	Condition	Letter grade	Star rating	Quantity (m) of assets in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating				
Mains	Excellent	A	5	19,187	15%	0.77	1.8				
	Good	B	4	46,032	37%	1.49					
	Fair	C	3	14,815	12%	0.36					
	Poor	D	2	20,772	17%	0.34					
	Critical	F	1	23,079	19%	0.19					
			Totals	123,885	100%	3.14					

Total category replacement value		\$112,657,425			Segment replacement value		\$33,276,162		Segment value as a % of total category replacement value		29.5%
Segment	Condition	Letter grade	Star rating	Quantity (\$) of assets in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating				
Facilities	Excellent	A	5	\$1,865,746	6%	0.28	0.9				
	Good	B	4	\$108,813	0%	0.01					
	Fair	C	3	\$28,270,520	85%	2.55					
	Poor	D	2	\$49,641	0%	0.00					
	Critical	F	1	\$2,981,440	9%	0.09					
			Totals	\$33,276,160	100%	2.93					

Total category replacement value		\$112,657,425			Segment replacement value		\$13,373,770		Segment value as a % of total category replacement value		11.9%
Segment	Condition	Letter grade	Star rating	Unites in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating				
Manholes	Excellent	A	5	6	0%	0.0	0.3				
	Good	B	4	115	9%	0.4					
	Fair	C	3	315	26%	0.8					
	Poor	D	2	477	39%	0.8					
	Critical	F	1	308	25%	0.3					
			Totals	1,221	100%	2.2					

Category star rating	Category letter grade
3.0	C

2. Funding vs. Need

Average annual investment required	2013 funding available	Funding percentage	Deficit	Category star rating	Category letter grade
\$1,685,000	\$288,000	17.1%	\$1,397,000	0.0	F

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
3.0	0.0	1.5	F

Water Network: Kenora

1. Condition vs. Performance

Total category replacement value		\$126,429,896			Segment replacement value		\$72,622,477		Segment value as a % of total category replacement value		57.4%
Segment	Condition	Letter grade	Star rating	Quantity (m) of assets in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating				
Mains	Excellent	A	5	13,701	11%	0.54	1.6				
	Good	B	4	33,687	26%	1.06					
	Fair	C	3	26,685	21%	0.63					
	Poor	D	2	7,411	6%	0.12					
	Critical	F	1	45,974	36%	0.36					
			Totals	127,458	100%	2.70					

Total category replacement value		\$126,429,896			Segment replacement value		\$33,289,354		Segment value as a % of total category replacement value		26.3%
Segment	Condition	Letter grade	Star rating	Quantity (\$) of assets in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating				
Facilities	Excellent	A	5	\$3,209,220	10%	0.48	0.8				
	Good	B	4	\$126,946	0%	0.02					
	Fair	C	3	\$29,876,784	90%	2.69					
	Poor	D	2	\$76,404	0%	0.00					
	Critical	F	1	\$0	0%	0.00					
			Totals	\$33,289,354	100%	3.19					

Total category replacement value		\$126,429,896			Segment replacement value		\$20,518,065		Segment value as a % of total category replacement value		16.2%
Segment	Condition	Letter grade	Star rating	Units in given condition	% of Assets in given condition	Weighted, unadjusted star rating	Segment adjusted star rating				
Appurtenances	Excellent	A	5	163	2%	0.1	0.5				
	Good	B	4	664	8%	0.3					
	Fair	C	3	6,079	75%	2.2					
	Poor	D	2	1,087	13%	0.3					
	Critical	F	1	132	2%	0.0					
			Totals	8,125	100%	3.0					

Category star rating	Category letter grade
2.9	C

2. Funding vs. Need

Average annual investment required	2013 funding available	Funding percentage	Deficit			Category star rating	Category letter grade
\$1,948,000	\$789,000	40.5%	\$1,159,000			1.0	F

3. Overall Rating

Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
2.9	1.0	1.9	F

Storm Sewer Network: Kenora

1. Condition vs. Performance

Total category replacement value		\$33,608,460		Segment replacement value		\$20,908,864		Segment value as a % of total category replacement value		62.2%	
Segment	Condition	Letter grade	Star rating	Quantity(m) in given condition	% of Assets in given condition	Weighted, unadjusted star rating		Segment adjusted star rating			
Mains	Excellent	A	5	869	2%	0.12		1.5			
	Good	B	4	6,634	19%	0.75					
	Fair	C	3	11,194	31%	0.94					
	Poor	D	2	2,450	7%	0.14					
	Critical	F	1	14,463	41%	0.41					
			Totals	35,610	100%	2.35					

Total category replacement value		\$33,608,460		Segment replacement value		\$12,699,596		Segment value as a % of total category replacement value		37.8%	
Segment	Condition	Letter grade	Star rating	Units in given condition	% of Assets in given condition	Weighted, unadjusted star rating		Segment adjusted star rating			
Catch basins and manholes	Excellent	A	5	30	2%	0.1		1.0			
	Good	B	4	236	19%	0.8					
	Fair	C	3	410	33%	1.0					
	Poor	D	2	404	33%	0.7					
	Critical	F	1	159	13%	0.1					
			Totals	1,239	100%	2.7					

Category star rating	Category letter grade
2.5	D+

2. Funding vs. Need

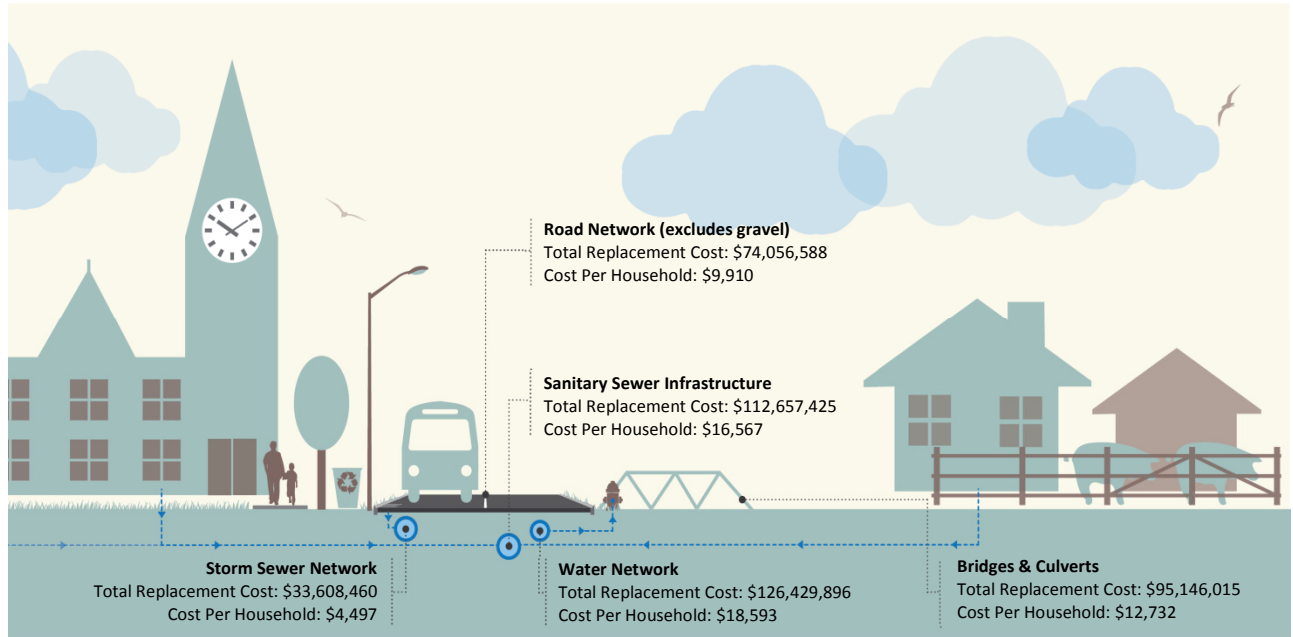
Average annual investment required	2013 funding available	Funding percentage	Deficit	Category star rating	Category letter grade
\$856,000	\$150,000	17.5%	\$706,000	0.0	F

3. Overall Rating

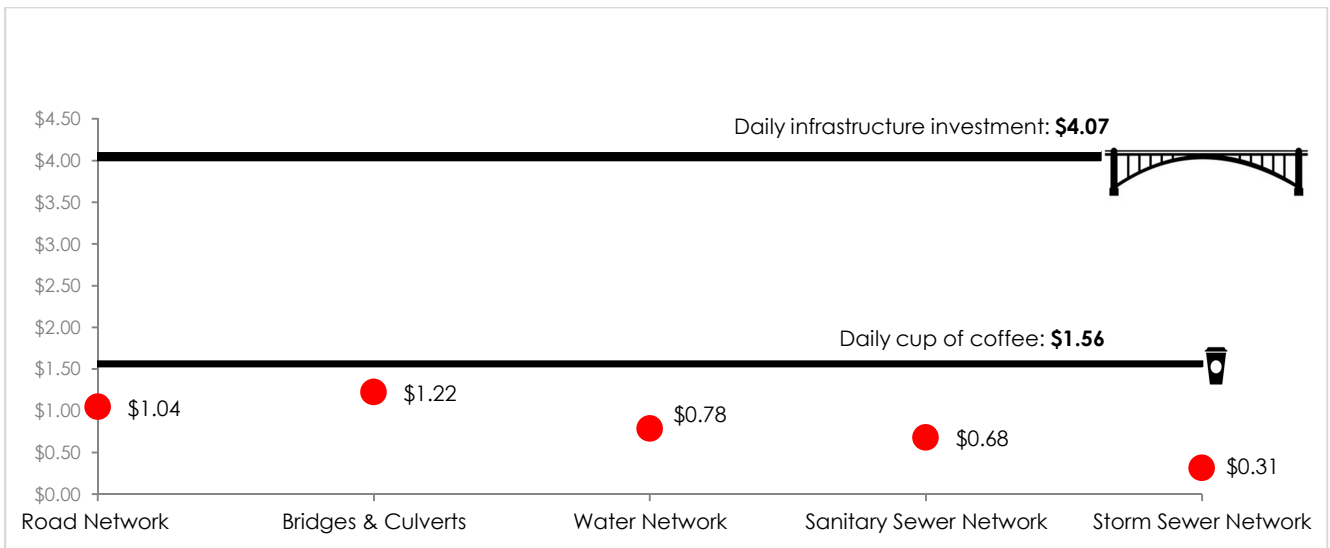
Condition vs Performance star rating	Funding vs. Need star rating	Average star rating	Overall letter grade
2.5	0.0	1.2	F

Infrastructure Replacement Cost Per Household

Total: \$62,299 per household



Daily Investment Required Per Household for Infrastructure Sustainability





December 3, 2013

City Council Committee Report

TO: Mayor and Council

FR: Sharen McDowall, Human Resources Manager

RE: Accessibility Policy

Recommendation:

That Council of the City of Kenora hereby approves the City of Kenora Accessibility Policy; and further

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

Background:

In June 2005, the Ontario Government passed the Accessibility for Ontarians with Disabilities Act (AODA). Under this legislation, the Ministry of Community and Social Services requires a statement of commitment establishing the City's vision and goals for accessibility. The statement must confirm our commitment to meeting the accessibility needs of people with disabilities.

This policy outlines the City of Kenora's responsibilities related to the accessibility standards under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

This policy shall be used by all City staff to review other City Policies, procedures, bylaws and guidelines to ensure compliance with standards under the AODA. The requirements set out in this policy do not replace or substitute the requirements established under the Ontario's Human Rights Code and do not limit any obligations to persons with disabilities under any other legislation.

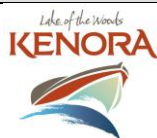
Budget:

N/A

Communication Plan/Notice By-law Requirements:

The Accessibility Policy, upon adoption by Council, will be made available on the City's portal, and will be communicated to all City Staff

Accessibility Policy



SECTION Legislative Services	DATE	Approved by By-law Number:	PAGE 1	OF 6
SUBSECTION Accessibility	Supersedes By-law Number:		POLICY NO. LS-4-2	

Policy Statement

It is the policy of the Corporation of the City of Kenora that all people achieve accessibility, consistent with the principles of independence, dignity, integration and equality of opportunity as set out in the Accessibility for Ontarians with Disabilities Act and the Ontario Human Rights Code.

Purpose

This Policy is intended to provide the overarching framework to guide the review and development of other policies, standards, procedures, By-laws and guidelines of The City of Kenora (City) in order to comply with the standards developed under the Accessibility for Ontarians with Disabilities Act (AODA), 2005, the Accessibility Standards for Customer Service established by Ontario Regulation 429.07, and the Integrated Accessibility Standards Regulation (IASR) established by Ontario Regulation 191/1, and all regulation pursuant to this Act.

Application

This Policy applies to all City employees, volunteers, and to third parties who provide goods, services or facilities to the public on behalf of the City and who develop policies on behalf of the City.

Principles

The City of Kenora:

- Is committed to treating all people in a way that allows them to maintain their dignity and independence.
- Believes in inclusion and equal opportunity
- Is committed to meeting the needs of people with disabilities in a timely manner,

Accessibility Policy

POLICY NO.	PAGE	OF
LS-4-2	2	6

- Is committed to preventing and removing barriers to accessibility and meeting accessibility requirements under the Accessibility for Ontarians with Disabilities Act.

General Requirements

The City of Kenora is a designated public sector organization under the AODA and is committed to meeting the accessibility needs of people with disabilities.

Accessibility Advisory Committee

The Accessibility Advisory Committee is established by City Council. It is required under the Accessibility for Ontarians with Disabilities Act (AODA). The Committee is responsible for advising City Council on the development and implementation of the Municipal Accessibility Plan and advising Council on issues relating to citizens with a disability.

Accessibility Plans and Policies

The City shall produce a Multi-year Accessibility Plan. The Multi-year Accessibility Plan will be:

- Reviewed and updated at least every five years, and
- Established, reviewed and updated in consultation with persons with disabilities and the City's Accessibility Advisory Committee.

If through public consultation, feedback, and our own accessibility action and planning processes, it is determined that the Multi-year Accessibility Plan needs revision, the City of Kenora will update it to reflect these insights. The City of Kenora has an internal Administrative Accessibility Committee that meets regularly to review progress in meeting the requirements of the AODA and to monitor progress on implementing the accessibility plan and to determine that barrier-removal and barrier-prevention strategies are implemented effectively.

An annual status report on the progress of measures taken to implement the multiyear accessibility plan will be prepared. The Multi-year Accessibility Plan and accompanying status report will be posted on the City's web-site and provided in an accessible format upon request.

Accessibility Policy

POLICY NO.	PAGE	OF
LS-4-2	3	6

Procurement

When procuring goods, services, self-service kiosks or facilities, the City shall incorporate accessibility criteria and features, unless it is not feasible (practicable). If not practicable, the City shall provide an explanation, upon request.

Training

All City employees, volunteers and third parties providing goods and services to members of the public on the City's behalf, as well as those who develop the policies, practices and procedures governing the provision of goods or services to member of the public or other third parties will receive accessibility training.

This training shall include:

- A review of the purposes of the AODA and the requirements of the Accessibility Standards for Customer Service (Ontario regulation 429/07)
- A review of the requirements of the accessibility standards referred to in the AODA Integrated Accessibility Standards (Ontario Regulation 191/110) and on the Human Rights Code as it pertains to persons with disabilities.

The training provided shall be appropriate to the duties of the employee, volunteer or third party. Training shall take place as soon as is practical and upon completion, the City shall keep a record of the training provided including the dates on which accessibility training took place.

Information and Communications

Accessible Formats and Communication Supports

Except as otherwise provided by the AODA, the City shall, upon request, and in consultation with the person making the request, provide or make arrangements to provide accessible formats and communication supports for persons with disabilities. Accessible formats and communication supports shall be provided in a timely manner, taking into account the person's accessibility needs and at a cost that is not more than the regular cost charged to other persons.

Accessibility Policy

POLICY NO.	PAGE	OF
LS-4-2	4	6

Websites and Web Content

Internet websites and web content controlled directly by the City will conform to the World Wide Web Content Accessibility

Guidelines (WCAG) 2.0 in accordance with the schedule set out in the Information and Communication Standards of the IASR.

Employment

The City of Kenora is committed to creating an inclusive work environment for all and providing accessibility for people with disabilities throughout the employment life cycle in accordance with the requirements and timelines set out in the Employment Standards of the Integrated Accessibility Standards Regulation and existing requirements under the Ontario Human Rights Code.

Transportation

The City is committed to ensuring accessible public transportation services are available through both conventional and specialized transit services in accordance with Transportation Standards of the IASR.

Built Environment

The City shall comply with the AODA Design of Public Spaces Standards (Accessibility Standards for The Built Environment) when undertaking new construction and redevelopment of public spaces in the following areas:

- Recreational trails and beach access routes;
- Outdoor public use eating areas;
- Outdoor play spaces;
- Exterior paths of travel;
- Accessible Parking;
- Obtaining Services; and
- Maintenance of accessible elements.

This policy does not apply to construction that is external to the City for which the City has provided a permit however compliance with the AODA Built Environment Standards should be encouraged.

The City shall ensure that the City's Accessibility Design Standards reflect the AODA Built Environment Standards.

Accessibility Policy

POLICY NO.	PAGE	OF
LS-4-2	5	6

Customer Service Standards

The City of Kenora is committed to the provision of excellent customer service. The Accessibility Policy No. LS-4-1 effective since in August 13, 2009, outlined the customer service standards as required by the AODA. The contents of the Policy are now included in this document where appropriate.

Guide Dogs, Service Animals

If a person with a disability is accompanied by a guide dog or other service animal, the City will permit the person to enter the premises with the animal and keep it with him or her, unless the animal is otherwise excluded by law from the premises. If the service animal or guide dog is excluded by law from the premises, the City will look to other available measures to enable the person with a disability to obtain, use or benefit from the City's goods and services.

Support Persons

If a person with a disability is accompanied by a support person, they are permitted to enter the premises together and are not prevented from having access to each other while on the premises. The City may require a person with a disability to be accompanied by a support person while on its premises, but only if a support person is necessary to protect the health or safety of the person with a disability or the health or safety of others on the premises. Where fees for goods and services are advertised or promoted by the City, it will provide advance notice of the amount payable, if any, in respect of the support person.

Disruption of Services

If there is a temporary disruption in a particular facility or service used to allow a person with a disability to access good or service, the City will give notice of the disruption to the public.

Assistive Devices

If a person with a disability requires assistive devices to access good or service of the City they are allowed to use such devices.

Accessibility Policy

POLICY NO.	PAGE	OF
LS-4-2	6	6

Accessibility Feedback

The City of Kenora has an accessible feedback process. Feedback on how services are delivered to people with disabilities shall be invited, forwarded to the appropriate personnel, responded to, documented and tracked. Feedback can be provided in multiple formats including in person, by mail, phone, email and TTY.

Non Compliance

Failure to comply with the AODA regulations can result in administrative penalties as defined in Part V: Compliance of the Integrated Accessibility Standards, Ontario Regulation 191/11. Employees who fail to comply with this policy may be subject to disciplinary action. Agents who fail to comply with this policy may be subject to contract termination.



28 November 2013

City Council Committee Report

To: Mayor and Council

Fr: Joanne L. McMillin, City Clerk

Re: Closure of District Veteran Affairs Offices across Canada

Recommendation:

That further to the closure of the nine (9) District Veteran Affairs Offices across Canada, including the office located in Thunder Bay, Ontario, the Council of the Corporation of the City of Kenora hereby petitions the Honourable Julian Fantino, Federal Minister of Veterans Affairs, setting out its opposition to these closures; and

That the Council of the City of Kenora strongly urges the Federal Minister of Veterans Affairs to re-consider this decision in the best interest of serving Canada's Veterans; and further

That a copy of this resolution be forwarded to the Honourable Julian Fantino, Federal Minister of Veterans Affairs, Greg Rickford, MP Kenora, John Rafferty, MP Thunder Bay-Rainy River, Bruce Hyer, MP Thunder Bay-Superior North, the Union of Veterans' Affairs Employees, the Public Service Alliance of Canada and the Northwestern Ontario Municipal Association.

Background:

Serious concern was raised recently by Council regarding the closure of the various Veteran Affairs Offices across Canada and further investigation was requested. Mayor Canfield advised the matter would be discussed by the Northwestern Ontario Municipal Association (N.O.M.A.), and earlier this week N.O.M.A. did in fact review the concern and unanimously adopted a resolution which is now being presented to Kenora Council.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Copies to be circulated as per resolution.

Veterans Affairs office closures: The facts

Here is PSAC's response to what the government is saying to justify Veterans Affairs offices.

"The network of Veteran Affairs offices were created at a time when Service Canada single-window service did not exist. Veterans will now have access to over 600 Service Canada locations, as well as services online and through the phone."

- Veterans Affairs workers receive specialized, ongoing training because Veterans Affairs services and programs, like the needs of veterans, are vast and complex and always evolving. Service Canada workers have received very limited training about Veterans Affairs services and programs, so can only answer general questions in addition to supplying and receiving forms. They are not able to take the time to sit down with veterans to help them fill out their applications for benefits and services. Nor can they check to ensure that forms have been properly completed. One mistake or omission could result in the denial of benefits to a veteran.
- This isn't just about training and expertise. Service Canada workers cannot access veterans' files and therefore cannot give advice or guidance specifically relating to their situations. Veterans Affairs workers can access veterans' case files and in many cases have built long term relationships with clients so are much more able to understand and respond to their needs. This is especially important for veterans with complex needs.
- PSAC represents the workers at Service Canada too, and they say they wish they could do more for our veterans but it is unrealistic to expect them to have the same degree of expertise. They are often left with no choice but to point veterans to the computer or the toll-free phone line for help. Veterans tell us the phone line and internet are problematic, especially those who are older and those living with PTSD and other mental health challenges.

"Veterans have access to one or more of 17 Operational Stress Injury Clinics and 24 Integrated Personnel Support Centres that we have established."

- The [government's website](#) shows that none of the 17 Operational Stress Injury Clinics or Integrated Personnel Support Centres are located in the communities where the government wants to shut down Veterans Affairs offices.

“If a veteran has trouble travelling to a VAC office, medical or other facilities; doctors, nurses or case workers go to the residence of the veteran, disabled veterans are not going to have to travel to receive the services they need.”

- Only veterans who have Case Managers receive home visits from Veterans Affairs. Clients without case-managed files will have to travel to the closest remaining Veterans Affairs office for in-person services that require access to their file or expertise in Veterans Affairs programs and services. What’s worse is that with the exception of travel for pension-related medical appointments, veterans must cover their own travel costs.
- For veterans in Thunder Bay, the office closure means traveling to Winnipeg. For veterans in Sydney, that means a five to six hour drive to Halifax. For veterans in Corner Brook, it means an eight hour drive to St. John’s. For veterans in Charlottetown, it would mean traveling out of province to Saint John. Given these distances, it is unclear how realistic it is to say that case-managed clients in the communities losing their offices will still receive the home visits they need.
- The government has so far refused to commit to adding staff to the offices taking on clients from offices they want to close. This will mean increased caseloads, longer wait times for home visits and less service for all the veterans being served by those offices. If the government goes ahead with the Sydney closure, for example, more than 4,200 client files, including 120 case-managed files, will be transferred to Halifax. No new staff have been hired to take on the additional cases.

“These closures reflect the changing demographics of Canada’s veterans.”

- In the last two years, the number of traditional veterans served by Veterans Affairs has decreased from 63,000 to 49,000. But the number of Regular Force Veterans served by Veterans Affairs has increased from 68,000 to 76,000. That number will continue to increase. In 2013, the average age of the 594,300 Canadian Forces veterans is 56. And none of these numbers include family members, survivors and the RCMP who are served by Veterans’ Affairs.
- As older veterans age they require more care and services. Younger veterans, such as those returning from Afghanistan, tend to have more complex needs, such as those who have been diagnosed with serious mental health conditions as a result of their deployment.

“Through eight budgets, our Government has invested almost \$5 billion in new funding to enhance Veterans benefits, programs and services - and with close to 90% of the department’s budget going towards direct services and support for Veterans, Canadians can be confident we are delivering for our Veterans.”

- Any investments this government has made are spread over many years and don’t make up for cuts to front-line services for veterans. In fact, the government has cut the budget for Veterans Affairs by \$129 million since 2011. A further \$132 million in cuts are planned by 2016. In total 784 jobs will be cut including case managers, client service agents, disability pension officers, nurses and administrative staff who process all the claims. Veterans and their families must be able to access the benefits and services available or the investment is meaningless.

How the Canadian government is betraying veterans

The federal government is betraying Canada's veterans. After putting their lives on the line on behalf of all Canadians, many veterans – especially those living with serious injuries, disabilities and mental health challenges like Post-Traumatic Stress Disorder – rely on Veterans Affairs for support. The Canadian government promised to take care of them from the day they enlisted until the day they die. But drastic cuts to Veterans Affairs staff and services in the 2012 budget mean that veterans are not getting the care they need and deserve.

The federal government plans to shut nine district Veterans Affairs offices in Corner Brook, Charlottetown, Sydney, Windsor, Thunder Bay, Brandon, Saskatoon, Kelowna and Prince George. The workers in these offices provide crucial services to veterans. The Prince George office has already closed and the others are set to shut their doors in February 2014. We want to help veterans stop those closures.

Government not informing veterans about the closures

Many veterans don't even know that the Veterans Affairs offices they rely on are closing. Veterans Affairs case managers – who are PSAC members – report that they must break the news to their clients during home visits. PSAC's Union of Veterans Affairs Employees pressed the government on this issue in September 2013 and was told that veterans would not be informed in writing until late November (after Remembrance Day), or one month before each closure.

Office closures: the facts

- Nine regional VAC offices are slated to be closed by the end of February 2014.
- As of March 2013, 17,223 clients depended on seven of the offices that are slated for closure: Charlottetown, 2,252; Sydney, 4,200; Windsor, 2,629; Thunder Bay, 792; Brandon, 2,400; Corner Brook, 1,500; and Saskatoon, 3,450. The government doesn't provide separate client numbers for Kelowna and Prince George, but says that those offices and the Penticton office had a total of 9,555 clients as of March 2013.
- The federal government has been in the process of cutting more than 784 jobs from Veterans Affairs since the 2012 budget was implemented. This includes about 89 PSAC members who work in the offices slated for closure, who are case managers, client service agents, disability pension officers, nurses and administrative staff.
- These are the frontline workers who work one-on-one with veterans to ensure that they have access to all of the benefits to which they are entitled. They make sure that elderly veterans can make the adjustments to their homes so they can continue to live independently. They help find community resources and psychiatric and medical care

for traumatized war vets suffering from PTSD and other mental health issues. And they walk veterans through the paperwork that needs to be filled out in order to access their benefits and pensions.

- The planned closure of the district offices means that veterans will be forced to travel to other cities for frontline services. Or they will be forced to navigate the system by phone and computer. This is problematic for many veterans, especially those who are older and those living with PTSD and other mental health challenges.
- The government says veterans losing offices will be able to access services through Service Canada offices, but workers at Service Canada are not trained in veterans' programs and services and are facing cuts themselves. Service Canada staff can answer very general questions, provide forms and receive completed forms. They are not able to help veterans complete forms or answer questions about which programs or benefits they may qualify for. When asked for this kind of information or assistance, staff in Service Canada offices have no choice but to point veterans to the computer or the toll-free phone line for help. That's not front line service.

Veterans' needs are growing

- Across Canada there are currently 695,700 Veterans and 110,000 serving members of the Canadian Forces and the RCMP. Of them, 126,000 receive benefits and services from the department, excluding survivors, spouses and RCMP members. As of March 2013, Veterans Affairs was serving 212,199 clients. There are 570,000 more veterans who are not clients and may not be aware of the programs and services available to them.
- In the last two years, the number of traditional veterans – excluding family members, survivors and the RCMP – served by Veterans Affairs has decreased from 63,000 to 49,000. But the number of Regular Force Veterans served by Veterans Affairs – again excluding family members, survivors and the RCMP – has increased from 68,000 to 76,000. That number will continue to increase, especially given that in 2013, the average age of the 594,300 Canadian Forces veterans is 56.
- It's important to note that as older veterans age they require more care and services, and that younger veterans turning to Veterans Affairs for services, such as those returning from Afghanistan, tend to have more complex needs. Many have been diagnosed with serious mental health conditions such as PTSD and OCD as a result of their experiences while deployed.

Services reduced

- If these offices close, the remaining VAC offices will need to absorb the clients from the soon-to-be shut offices. This will mean that employees managing an already overwhelming workload will have even less time to help veterans. Our members report that the Sydney office alone deals with 4,200 clients, including widows and other surviving family members. Those veterans and their families will be forced to travel five to seven hours

to Halifax if they want frontline services. Prince Edward Island is closing its only office – veterans who depended on the Charlottetown office will have to travel to Saint John, New Brunswick for frontline services.

- The federal government has privatized the administration of veterans' benefits to Medavie Blue Cross. The company was recently given responsibility for doing all of the follow-up for the Veterans Independence Program. Veterans Affairs client service agents used to call veterans every year and help them make sure that they were accessing the benefits they need. Now, Blue Cross sends a letter and cuts the veterans off if they can't reach them by phone. It can take three months or more for veterans to have their benefits re-instated once they've been cut off.
- Veterans are also losing out because Blue Cross calculates the next year's entitlement based on the receipts that veterans submitted in the few months previous. If veterans are a little behind on their paper work, they can see their benefits arbitrarily slashed as a result. Resolving any changes can be an administrative nightmare.
- The government privatized the Veterans Affairs call centre run by Service Canada. When a veteran calls the phone number listed on the Veterans Affairs website, they are actually directed to an employee of Quantum Management Services, not a government worker. These workers are not well informed about veterans programs and are not able to walk clients through the process of filling out an application for benefits. Veterans end up being transferred several times and waiting on hold, before they can actually speak with a client service agent at Veterans Affairs. Elderly veterans often give up, and many, especially PTSD-affected vets, get frustrated with the delays and misinformation.

What the closures will mean for veterans

- Veterans will be forced to travel further if they need to access one-on-one services. Many elderly vets are no longer permitted to drive, and some of the younger veterans with PTSD or other mental health issues find driving difficult.
- If veterans seek in-person help at a Service Canada office, they are most often directed to a computer kiosk and told to "self serve." The average World War II or Korean War veteran is 88 years old. Their ability to navigate complicated forms online is limited, to say the least. In one case, a 92 year-old veteran arrived at a Service Canada office, was directed to a computer kiosk and offered no assistance. He ended up leaving and called the 1-800 number again, only to get caught in another administrative loop.
- VAC used to take care of veterans from the day they were released until the day they die. Now workers are being told to treat each call as a "transaction." Workers used to walk veterans through their applications and follow up to ensure they were accessing all of the benefits they were entitled to. This happens less and less because of cuts to Veterans Affairs staff.
- Cuts to case managers also means fewer home visits for veterans. These visits are crucial for those who can't easily leave their homes.

- Veterans need advocates – elderly people are often too proud to ask for help and younger vets suffering from PTSD need one-on-one assistance. The federal government is betraying veterans with these cuts and disregarding veterans' years of service to Canadians. We need to stop the closure of the district offices, so veterans can access the services they need and deserve.

Produced by the Public Service Alliance of Canada





THE CITY OF WINDSOR
COUNCIL SERVICES DEPARTMENT

VALERIE CRITCHLEY
CITY CLERK

IN REPLY, PLEASE REFER
TO OUR FILE NO. _____

November 7, 2013

The Honourable Julian Fantino
Veterans Affairs Canada
14th Floor
66 Slater Street
Ottawa, Ontario
K1A 0P4

Dear Honourable Sir,

At its meeting held November 4, 2013 Windsor City Council adopted the following resolution M421-2013:

That the correspondence from the Public Service Alliance of Canada dated October 30, 2013 (attached) regarding "support for efforts to help veterans who are facing the loss of front line services in the communities" **BE RECEIVED**; and further,

That Council **OPPOSE** the closure of Windsor's Veterans Affairs Office, which would affect approximately 2,629 veterans locally, as well as the closure of 8 other offices affecting 17,223 veterans, and that a letter of request **BE SENT** asking that the closures not proceed as planned.

Carried

Please find this letter as Council's support with maintaining accessible and viable services to our Veterans.

Best regards,

Steve Vlachodimos
Senior Manager of Council Services/Deputy City Clerk

Attachment

cc: Sharon DeSousa, PSAC Executive Vice-President
Brian Masse, Member of Parliament, Windsor West
Joe Comartin, Member of Parliament, Windsor Tecumseh



APR 2013

October 30, 2013

Mayor Eddie Francis
 350 City Hall Square West
 P.O. Box 1607
 Windsor, Ontario N9A 6S1

COUNCIL AGENDA
 COMMUNICATIONS
 NOV 4 2013
 NO. 11

By email: mayoro@city.windsor.on.ca

Dear Mayor Francis,

I am writing to ask for your support for our efforts to help veterans who are facing the loss of front line services in their communities. We would like you to consider passing a resolution that would oppose the closure of Windsor's Veterans Affairs office.

As you may know, the federal government plans to shut nine District Veterans Affairs offices in Corner Brook, Charlottetown, Sydney, Windsor, Thunder Bay, Brandon, Saskatoon, Kelowna and Prince George. The Prince George office has already closed and the others are set to shut their doors sometime between now and February 2014. We are doing everything we can to help veterans stop those closures.

We represent the client service agents, case managers and other Veterans Affairs workers who provide face to face services to veterans in these offices. They have told us they are very worried about what is going to happen to their clients if these offices shut down. That's why we've launched this campaign.

Many veterans don't even know that the Veterans Affairs offices they rely on are closing. Veterans Affairs case managers tell us that they must to break the news to their clients during home visits. PSAC's Union of Veterans Affairs Employees pressed the government on this issue in September 2013 and was told that veterans would not be informed in writing until late November (after Remembrance Day), or one month before each closure. It is rumoured that those closures could begin as early as mid-December this year.

We don't have all the numbers but we do know that as of March 2013, 17,223 clients depended on seven of the offices that are slated for closure. In Windsor, the closure would leave 2,629 current clients and many more future clients without the face-to-face services they need. The planned closure of the district offices means that veterans will be forced to travel to other cities for front line services. Or they will be forced to navigate the system by phone and computer. This is problematic for many veterans, especially those who are older and those living with PTSD and other mental health challenges.

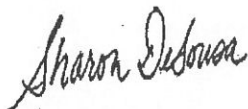
...2 30

The government says veterans losing offices will be able to access services through Service Canada offices, but workers there have not been are not trained in veterans' programs and services and are facing cuts themselves. They can answer only very general questions, provide forms and receive completed forms. We represent these workers too, and they tell us they feel terrible because they are not able to help veterans complete forms or answer questions about which programs or benefits they may qualify for. When asked for this kind of information or assistance, staff in Service Canada offices have no choice but to point veterans to the computer or the toll-free phone line for help. That's not the front line service Canadian veterans deserve.

We have produced a video which is available on our web site – weareallaffected.ca – and you will also find more background information there. We hope you will join the efforts to stop these closures. If you have any questions or if we can be of any assistance in this matter, I encourage you to contact my political and communications officer Lino Vieira, at (416) 577-0238.

Thank you for your consideration,

Sincerely,



Sharon DeSousa, PSAC Regional Executive Vice-President, Ontario

cc: Ron Bastien, President of the Windsor Legion Branch 12
Craig Chartier, President of the Essex Legion Branch 201
Zone Commander Chris Vachon
Rob Boots, Chair, Veterans Committee, Unifor Local 444.
Michael Barnewall, veteran
Yvan Thauvette, President, Union of Veterans Affairs Employees
Jayne Auranen, UVAE National Vice-President, Ontario

31



404-49 Parkland Drive
Halifax, NS B3S 1L3

October 29, 2013

The Honourable Julian Fantino
Veterans Affairs Canada
14th Floor - 66 Slater Street
Ottawa, ON
K1A 0P4

Dear Minister,

On October 16-18, 2013 the Atlantic Mayors' Congress met in Sydney, Nova Scotia.

The Atlantic Mayors' Congress is committed to improving municipal government and developing a strong, unified voice to advocate for municipalities in the Atlantic Provinces.

More than 20 delegates from Atlantic Canadian municipalities were in attendance including mayors from major centres such as Halifax, Sydney and Charlottetown.

A resolution was passed as follows:

Be it resolved that the Atlantic Mayors' Congress urge the Government of Canada to cancel or reverse the decision to close Veterans Affairs Canada offices in the communities of Atlantic Canada: namely Charlottetown, Sydney and Corner Brook.

We are united in our position that the federal government reconsider the impact of the closure of the offices. We feel it is important to add our voice, as municipal leaders in the region, to support the accessibility of services for our veterans.

Yours sincerely,



Paul Beazley
Mayor, Town of Windsor

Chair, Atlantic Mayors' Congress - Sydney, NS October 2013

pbeazley@town.windsor.ns.ca



December 2, 2013

City Council Committee Report

To: Mayor and Council

Fr: Lauren D'Argis, Corporate Services Manager

Re: Request for Tax Exemption by Kenora Airport Authority

Recommendation:

That in response to a Request from the Kenora Airport Authority (KAA) for the exemption of municipal property taxes, the Council of the City of Kenora hereby approves the requested exemption for the non-commercially leased portions for a ten year period from 2014 to 2023; and further

That three readings be given to a by-law to authorize the exemption.

Background:

The Kenora Airport is different from many other municipal airports in that it is privately run without operational or capital funding from the municipality. In a recent survey sent to all Ontario municipalities that are participants in MFOA, out of the respondents, 85% of the airports were owned by the municipalities.

In the same survey, the majority of airports paid no taxes or paid taxes only on the commercially leased spaces. Out of the airports that did pay taxes, 90% of them received other funding for their operations or capital purchases from the municipality.

To ensure that the Kenora Airport remains a viable operation that can continue to provide service to our citizens and visitors, the City of Kenora should provide property tax relief under Section 110 of the Municipal Act, and O.Reg 603/06 to the KAA. Any property that the Kenora Airport Authority leases commercially will continue to be taxed at the current rates. Any property that the KAA uses expressly to provide air services to the public will be exempt. A preliminary estimate of the savings to KAA is \$42k per year. This estimate will be confirmed before the Committee of the Whole on December 10, 2013.

Budget:

The 2014 operating budget will be adjusted for this exemption.

Communication Plan/Notice By-law Requirements:

The KAA will be notified once Council has approved the recommendation.

December 2, 2013



City Council Committee Report

To: Mayor Canfield & Members of Council

Fr: Heather Kasprick, Deputy Clerk

Re: NWBC Ideas Forum - Agreement

Recommendation:

That Council of the City of Kenora gives three readings to a by-law to authorize the execution of an agreement between the City of Kenora and the Ministry of Economic Development, Trade and Employment for event planning and hosting services for the Northwest Business Centre; and further

That the Mayor and Clerk be authorized to enter into this agreement.

Background:

The purpose of the event is to bring regional ecosystem stakeholders within Thunder Bay and Kenora Region together to create partnerships, identify needs and opportunities, and develop fundable ideas to support the Youth Jobs Strategy in Ontario. Of particular importance is the need to address the needs of vulnerable youth populations, including Aboriginal youth, recent immigrants and youth with disabilities. Organizations representing vulnerable population groups will play an important role at the Idea Forum in helping to address the unique needs of vulnerable youth.

The NWBC is organizing this for the Kenora Rainy River and Thunder Bay Districts as we are a 'cluster' identified by the Ministry. We are partnering with Thunder Bay SBEC and Innovation Centre to pull this together but the NWBC is taking the lead. Two idea forums will actually be held simultaneously, one being in Thunder Bay and one in Kenora linked by video conference.

The NWBC will provide the following Deliverables:

- ✓ Event Planning and Coordinating (November 15, 2013 – event date in January 2014)
- ✓ Secure the venue(s) for the Idea Forum
- ✓ Work with the Ministry to identify any additional stakeholders from Thunder Bay and Kenora Region to complement the Supplier's proposed invite list.
- ✓ Coordinate speakers for the Idea Forum and provide the Ministry with confirmed speaker.
- ✓ Work with the ministry to finalize the Supplier's proposed agenda
- ✓ Contact invitees and coordinate their attendance.
- ✓ Hosting and Facilitating the Idea Forum (by January 31, 2014)

The NWBC will host an Idea Forum event for Kenora and surrounding region that includes the following:

- An overview of the Youth Jobs Strategy and its component parts delivered by MEDTE/MRI staff.
- A session on effective techniques for engaging youth facing multiple barriers, including Aboriginal youth, recent immigrants and youth with disabilities.

Budget:

There is no expected budget impact as a result of this program. The funding consists of \$7,507.56 (excluding HST) which is covered completely by the Ministry.

Communication Plan/Notice By-law Requirements:

The Ministry requires two copies of the letter of agreement and one electronic signed copy.

AGREEMENT

THIS AGREEMENT (the "Agreement"), made in duplicate, **event planning and hosting services** is effective as of the **Friday November 15, 2013**.

BETWEEN:

HER MAJESTY THE QUEEN
in right of Ontario as represented by
the **Minister of Economic Development, Trade and Employment**
(referred to as the "Ministry")

AND:

Northwest Business Centre
(referred to as the "Supplier")

In consideration of their respective agreements set out below, the parties covenant and agree as follows:

Interpretation

1. A reference to the Ministry of Economic Development, Trade and Employment ("the Ministry") will hereinafter mean a reference to Her Majesty the Queen in right of Ontario.
2. This Agreement is to be construed according to the laws of the Province of Ontario.
3. When used in the Agreement, the following words or expressions have the following meanings:

"Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the Invitation to Quote process, the supplier has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having or having access to information in the preparation of its proposal that is confidential to the Crown and not available to other suppliers; (ii) communicating with any person with a view to influencing preferred treatment in the Invitation to Quote process including the giving of a benefit of any kind, by or on behalf of the Supplier to anyone employed by, or otherwise connected with, the Ministry; or (iii) engaging in conduct that compromises or could be seen to compromise the integrity of the Invitation to Quote process and render that process non-competitive and unfair; or
- (b) in relation to the performance of its contractual obligations in a Crown contract, the Supplier's other commitments, relationships or financial interests (i) could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement; or (ii) could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations;

"Deliverables" means everything developed for or provided to the Ministry in the course of performing under the Contract or agreed to be provided to the Ministry under the Contract by the Supplier or its directors, officers, employees, agents, partners, affiliates, volunteers or subcontractors, as further defined, but not limited by Schedule 1, including but not limited to any goods or services or any and all Intellectual Property and any and all concepts, techniques, ideas, information, documentation and other materials, however recorded, developed or provided;

"Expiry Date" means **February 28, 2014** or, if the original term is extended, the final date of the extended term;

"FIPPA" means the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31, as amended;

"Fiscal Year" means the period running from April 1 in one calendar year to, and including, March 31 in the next calendar year;

“Intellectual Property” means any intellectual, industrial or other proprietary right of any type in any form protected or protectable under the laws of Canada, any foreign country, or any political subdivision of any country, including, without limitation, any intellectual, industrial or proprietary rights protected or protectable by legislation, by common law or at equity;

“ITQ” means the Invitation to Quote dated **October 28, 2013** for **Event Planning and Hosting** issued by the Ministry for the Deliverables and any addenda to it;

“Ministry Address” and **“Ministry Representative”** mean:

**Ministry of Economic Development, Trade and Employment
Entrepreneurship Branch
56 Wellesley St W, 5th Floor, Toronto ON, M7A 2E7**

and

**Joyce Tanjuakio
Business Consultant
416-325-5337
Joyce.Tanjuakio@Ontario.ca**

“Newly Created Intellectual Property” means any Intellectual Property created by the Supplier in the course of performance of its obligations under the Contract;

“Proposal” means all the documentation submitted by the Supplier in response to the Invitation to Quote;

“Supplier Address” and **“Supplier Representative”** mean:

**Northwest Business Centre
227 Second St S., Kenora ON, P9N 1G1**

and

**Diane Schwartz-Williams, Manager
Northwest Business Centre, 807-467-4643
Diane@NWBiz.ca**

“Term” means the period of time from the effective date first above written up to and including the earlier of: (i) the Expiry Date or (ii) the date of termination of the Contract in accordance with its terms.

Force Majeure

4. Supplier shall not be liable for default or delay due to causes beyond Supplier’s reasonable control and without fault or negligence on the part of Supplier. The Supplier gives the Ministry prompt notice in writing when any such cause appears likely to delay delivering and /or performing of services and takes appropriate action to avoid or minimize such delay. If any such default or delay threatens to impair Supplier’s ability to meet delivery requirements for its material, supplies and services, the Ministry shall have the right, without any liability to Supplier, to cancel the portion or portions of this AGREEMENT so affected. The Ministry shall not be liable for default or delay in the performance of its obligations due to cause beyond its reasonable control.

Waiver

5. The failure of the Ministry to insist in any instance upon the strict performance of any provision of this Agreement, or to exercise any right or privilege granted to the Ministry hereunder shall not constitute or be construed as a waiver of any such provision or right and the same shall continue in force.

Supplier’s Warranties

6. In addition to any other express or implied warranties, the Supplier warrants that the goods or services furnished pursuant to this Agreement will be: (a) free from defects in title, workmanship and material; (b) free from defects in design except to the extent that such items comply with detailed designs provided by The Ministry; (c) of merchantable quality and suitable for the purposes intended, specifications and free from liens or encumbrances on title. All services are performed in accordance with current, sound and generally accepted industry practices by qualified personnel trained and experienced in the appropriate fields.

7. In addition to the warranties and conditions implied by The Sale of Goods Act of the Province of Ontario, the Supplier warrants that there are no patents, trademarks or other rights restricting the use, repair or replacement of the goods furnished or any part thereof.

Indemnity and Insurance

8. The Supplier is responsible for its own insurance and should carry all the necessary and appropriate insurance that a prudent person in the business of the Supplier would maintain including but not limited to commercial general liability insurance. The Supplier is not covered by the Province of Ontario's insurance program and no protection will be afforded to the Supplier by the Government of Ontario for any claims that may arise out of the Contract.

Freedom of Information and Protection of Privacy Act

9. Suppliers are advised that this Agreement is governed by the Freedom of Information and Protection of Privacy Act and that all information submitted pursuant to this Agreement is subject to that Act.

Confidentiality

10. The Supplier shall treat as confidential and shall safeguard all knowledge or information acquired by it under this contract.

Assignment

11. The Supplier shall not assign this Agreement in whole or in part or any monies due under it without obtaining the prior written consent of the Ministry.

Conflict of Interest

12. The Supplier shall avoid any Conflict of Interest in the performance of its contractual obligations;
13. The Supplier shall disclose to the Ministry without delay any actual or potential Conflict of Interest that arises during the performance of its contractual obligations;
14. The Supplier shall comply with any requirements prescribed by the Ministry to resolve any Conflict of Interest.

Ownership of Intellectual Property

15. The Ministry shall be the sole owner of any Newly Created Intellectual Property.
16. The Supplier irrevocably assigns to and in favour of the Ministry and the Ministry accepts every right, title and interest in and to all Newly Created Intellectual Property in the Deliverables, immediately following the creation thereof, for all time and the Supplier irrevocably waives in favour of the Ministry all rights of integrity and other moral rights to all Newly Created Intellectual Property in the Deliverables, immediately following the creation thereof, for all time.
17. To the extent that any of the Deliverables include, in whole or in part, the Supplier's Intellectual Property, the Supplier grants to the Ministry a licence to use that Supplier Intellectual Property in the manner contemplated in this Article, the total consideration for which shall be payment of the Rates to the Supplier by the Ministry.

Changes and Amendments

18. The Ministry shall have the right at any time, by written notice, in the form of a Change Order, to the Supplier, to make any changes it deems necessary, including, but not limited to, changes in specifications, design, delivery, testing methods, packing or destination. If any such required changes cause an increase or decrease in the cost of or the time required for performance, an equitable adjustment shall be made in the contract price or delivery schedule, or both. Any claim by the Supplier for adjustment under this clause shall be deemed waived unless asserted in writing within ten (10) days from receipt by the Supplier of notice of change. Price increases, extensions of time for delivery and change in quantity shall not be binding on The Ministry unless evidenced by a form of Change Order issued and signed by The Ministry.

Payment and Invoicing

19. Payment shall be made within thirty (30) days of receipt and approval of a fully valid/complete invoice.

20. All prices quoted shall be in Canadian funds.
21. All invoices must show:
 - (i) full particulars, description of goods, quantity, rate and charge for each item;
 - (ii) the name and postal address of the person or firm (Supplier) to whom the account is payable;
 - (iii) any applicable taxes and import duty separate from the basic cost of goods and services, including Federal Sales Tax credits, Goods and Services Tax, Provincial Sales Tax and Harmonized Sales Tax charges;
 - (iv) give details of quantities and prices of materials and the number of hours worked with the rates per hour;
 - (v) all applicable transportation charges, shown separately.
22. For all invoices, the Ministry reserves the right to seek further details as necessary.
23. The Ministry shall have the right at any time to set-off any amounts due to the Supplier, (or any of its associated or affiliated companies) against any amounts owed by the Ministry with respect to this Agreement or any subsequent Agreement or any other contractual agreement between the parties hereto.

Termination

24. The Ministry may immediately terminate the Agreement upon giving notice to the Supplier where:
 - (i) the Supplier is adjudged bankrupt, makes a general assignment for the benefit of its creditors or a receiver is appointed on account of the Supplier's insolvency;
 - (ii) the Supplier breaches any provision in Article 9 and 10 (FIPPA and Confidentiality) of the Agreement;
 - (iii) the Supplier breaches the Conflict of Interest provisions in Article 12,13 and 14 of the Agreement;
 - (iv) the Supplier, prior to issuance of the Agreement, makes a material misrepresentation or omission or provides materially inaccurate information to the Ministry;
 - (v) the Supplier undergoes a change in control which adversely affects the Supplier's ability to satisfy some or all of its obligations under the Agreement;
 - (vi) the Supplier subcontracts for the provision of part or all of the Deliverables or assigns the Agreement without first obtaining the written approval of the Ministry; or
 - (vii) the Supplier's acts or omissions constitute a substantial failure of performance;

and the above rights of termination are in addition to all other rights of termination available at law, or events of termination by operation of law.
25. The Ministry reserves the right to terminate the Agreement, without cause, upon thirty (30) calendar days prior notice to the Supplier.
26. On termination of the Agreement, the Supplier shall, in addition to its other obligations under the Agreement and at law:
 - (i) at the request of the Ministry, provide the Ministry with any completed or partially completed Deliverables;
 - (ii) provide the Ministry with a report detailing: (i) the current state of the provision of Deliverables by the Supplier at the date of termination; and (ii) any other information requested by the Ministry pertaining to the provision of the Deliverables and performance of the Agreement;
 - (iii) execute such documentation as may be required by the Ministry to give effect to the termination of the Agreement; and;
 - (iv) comply with any other instructions provided by the Ministry, including but not limited to instructions for facilitating the transfer of its obligations to another Person.

This paragraph shall survive any termination of the Agreement.

27. On termination of the Agreement, the Ministry shall only be responsible for the payment of the Deliverables provided under the Agreement up to and including the effective date of any termination.
28. Termination shall not relieve the Supplier of its warranties and other responsibilities relating to the Deliverables performed or money paid.
29. In addition to its other rights of hold back or set off, the Ministry may hold back payment or set off against any payments owed if the Supplier fails to comply with its obligations on termination.

Expiry and Extension

30. The Agreement shall expire on the original Expiry Date, unless the Ministry exercises its option to extend the Agreement for a period of up to the duration of the original term, such extension to be upon the same terms (including the Rates in effect at the time of extension), conditions and covenants contained in the Agreement, excepting the option to renew. The option shall be exercisable by the Ministry giving notice to the Supplier not less than thirty (30) days prior to the original Expiry Date. The notice shall set forth the precise duration of the extension.

IN WITNESS WHEREOF the parties hereto have executed the Agreement effective as of the date first above written.

**Her Majesty the Queen in right of Ontario
as represented by the Minister of Economic Development, Trade and
Employment**

Signature:

Name: Sam Boonstra
Title: Director, Entrepreneurship Branch
Date of Signature:

Northwest Business Centre

Signature:

Name:
Title:
Date of Signature:

I have authority to bind the Supplier.

Schedule 1 - Schedule of Deliverables, Rates and Supplementary Provisions

A. DESCRIPTION OF DELIVERABLES

A.1 Project Objective

The purpose of the event is to bring regional ecosystem stakeholders within Thunder Bay and Kenora Region together to create partnerships, identify needs and opportunities, and develop fundable ideas to support the Youth Jobs Strategy in Ontario. Of particular importance is the need to address the needs of vulnerable youth populations, including Aboriginal youth, recent immigrants and youth with disabilities. Organizations representing vulnerable population groups will play an important role at the Idea Forum in helping to address the unique needs of vulnerable youth.

A.2 Deliverables

The Supplier will provide the following Deliverables:

- (a) Event Planning and Coordinating (November 15, 2013 – event date in January 2014)
 - i) Secure the venue(s) for the Idea Forum
 - ii) Work with the Ministry to identify any additional stakeholders from Thunder Bay and Kenora Region to complement the Supplier's proposed invite list.
 - iii) Coordinate speakers for the Idea Forum and provide the Ministry with confirmed speaker.
 - iv) Work with the ministry to finalize the Supplier's proposed agenda
 - v) Contact invitees and coordinate their attendance.

- (b) Hosting and Facilitating the Idea Forum (by January 31, 2014)

The Supplier will host an Idea Forum event for Thunder Bay and surrounding region that includes the following:

- i) An overview of the Youth Jobs Strategy and its component parts delivered by MEDTE/MRI staff.
 - ii) A session on effective techniques for engaging youth facing multiple barriers, including Aboriginal youth, recent immigrants and youth with disabilities.
 - iii) The following activities:
 - Networking session
 - Roundtables
 - Presentations
 - iv) Refreshments and a light meal for all attendees.
 - v) Live access to the conference and presentations via webinar and a conference call line for offline participants
- (c) Event Materials (January 31, 2014 – February 28, 2014)

Following the completion of the Idea Forum event, the Supplier will:

 - i) Share an information package with all participants that contains contact info, and descriptions of each of the other participating organizations
 - ii) Send a standardized message out to the community organizations in their geographic areas – reminding them of who their local ONE members are.
 - iii) Submit a 1-page summary of topics of discussions, SWOT analysis outcomes and next steps to the Ministry.
 - iv) Submit to the ministry the final agenda and the list of event attendees.

A.3 Schedule or Time Lines or Milestones

- November 15, 2013 – event date in January 2014 - Event Planning and Coordinating
- By January 31, 2014 - Hosting and Facilitating the Idea Forum
- January 31, 2014 – February 28, 2014 - Event Materials Distribution and Ministry Reporting

B. RATES AND DISBURSEMENTS

B.1 Maximum Fee

Notwithstanding anything else in the Contract, the total amount payable by the Ministry to the Supplier under the Contract shall not exceed **\$7,507.56** (excluding HST).

C. BILLING STATEMENTS

- i) The Supplier shall provide the Ministry with a billing statement no later than ten (10) Business Days following the Idea Forum and that billing statement shall include: (i) the reference number assigned to the Contract by the Ministry; (ii) a brief description of the Deliverables provided; and (iii) taxes, if payable by the Ministry, identified as separate items;
- ii) The Ministry shall approve or reject the billing statement within fifteen (15) Business Days of receipt of the statement and in the event that the Ministry rejects the billing statement, it shall so advise the Supplier promptly in writing and the Supplier shall provide additional information as required by the Ministry to substantiate the billing statement;

The billing statement is subject to the approval of the Ministry before any payment is released and payment shall be made within thirty (30) Business Days of such approval.



December 2, 2013

City Council Committee Report

TO: Mayor and Council

FR: Lauren D'Argis, Corporate Services Manager

RE: October 2013 Monthly Financial Statements

Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora as at October 31, 2013.

Background:

Attached for your information, please find the preliminary October 2013 summary expenditure statements for the City of Kenora, the Council department, travel statements for Council and a schedule of user fees.

With regards to the statements attached, the following points should be brought to your attention:

Overall:

- All Departments are reporting better than budget results to the end of October with the exceptions of Social & Family and Health.
- Some old expenses on employee credit cards for year to date October have not yet been submitted to finance. The anticipated impact is just over \$15k in expenses.
- Stores purchases and aggregate stockpile purchases for May – October have not yet been submitted to finance. The anticipated impact of this is just over \$40k in expenses.

Expenditures:

- At the end of October, the year is five sixths finished. Assuming that expenditures are relatively level for the year, a result of (17%) in the % Variance column would indicate that expenditures are on track for the year.
- **General Government** The General Government expenditures are, as a whole, under-budget with 22% of the budget remaining.

IT appears over-budget due to the purchase of required Microsoft licenses in October. \$82.5k will be funded through the IT reserve per bylaw 50-2013. The amount will continue to show in this line until the end of the year.

Expenses related to the city's rental buildings have already slightly exceeded the total annual budget. Barring an unforeseen emergency, spending on the rentals will cease.

Human Resources are over-budget due primarily to a penalty paid to the Ministry of Labour.

Finance and the Human Resources advertising budgets are over due to the number of job advertisements that have been required.

Renovations of the interior of City Hall have been done that were not included in the budget. They were necessary for the move of the IT department. These overages of about \$19k have been offset by underages in other spending.

The Mayor & Council's travel expense is better than budget to the end of October with some having more budget remaining than others.

- **Protection** – The Protection Department expenditures are overall slightly under-budget. Of note is KPS Disbandment which shows \$14,655 of expenses against zero budget. These are the post-employment benefit expenses for which the payable has already been created. By the end of the year, an adjustment will be made that will reduce or remove this expense.

The Police Commission is slightly over-budget primarily due to over-spending by the board on travel and conferences.

Employees have been transferred mid-year into Facilities and Property Management, but were budgeted there for the full year. Therefore, it shows as substantially under-budget.

911 Emergency Access is showing expenses as almost reaching the total annual budget. This is due to the timing of the Minister of Finance invoices. It is expected to be on budget at the end of the year.

It is anticipated that by the end of 2013, cost centre 229 for the Police Building will be about \$20k over-budget due to repairs and maintenance that were not anticipated.

- **Transportation** – The Transportation Department expenditures are under-budget with 19% remaining to be spent.

The department has some cost centres over-budget and some under. We are working to ensure that as a whole, the department will be on budget at the end of the year.

Maintenance for Paved Roads has spent more than the entire year's budget. Maintenance for Surface Treated Roads is underspent enough to cover the Paved Roads overage.

Winter Control appears to be over over-budget due to a purchase of winter sand. The un-used portion of this sand will be moved to inventory at year end and expensed as it is used.

In the Engineering cost centre, GIS maintenance is over-budget due to the timing of the ESRI annual license. Other line items are under-budget leaving the Engineering cost centre on-budget at 21% remaining.

The Public Works Barsky Facility expenses are over-budget due to the creation of new offices following staffing changes and other unforeseen repairs.

- **Environmental** – The Environmental Department expenditures are also under-budget with 20% of the budget remaining. Some individual accounts are over-budget, but none enough to affect the entire department. The largest variances are in Kenora Sanitary with 24% remaining and Kenora Waterworks with 22% remaining.

At the Water Treatment Plant, all of the repairs and maintenance budget for the year has been spent and chemical purchases are higher than plan. This is offset, however, as very little of the materials & supplies budget has been spent.

The Solid Waste Vehicle cost centre is not contributing as expected. We expected to see a larger negative expense to date.

The expense approved by council with resolution #25 on May 21, 2013 for the grinding of construction and demolition waste has posted to cost centre 450 Jones Road Landfill in June. The total expense of was \$26,916 and per the resolution, will be covered by the Solid Waste Reserve Fund.

- **Health expenditures** – Health expenditures are over-budget. The LOW Cemetery cost to the city is \$35k higher than expected. The city covers the difference between the cemetery's sales and expenses. Year-to-date cemetery sales are lower than budget while expenses match budget. Cemetery sales are not seasonal and there is no way to predict if this will turn around by the end of the year.
- **Social and Family** – The transfers are on budget except for the home for the aged where the entire year of transfers have happened. Of note are Welfare Administration and Kenora Day Care which show expenses against zero budget. These are the post-employment benefit expenses for which the payable has already been created. By the end of the year, an adjustment will be made that will reduce or remove this expense.
- **Recreation & Cultural** – Overall Recreation & Cultural expenditures are under-budget with 19% of the year's expenses remaining. Expenses at the KRC Complex are overall under-budget except for contracted services which is over due to an increase in cleaning costs and training. The MSFC Pool has had an unexpected insurance expense and additional repairs and maintenance to bring it over-budget. Some unexpected repairs are expected at the JM arena for the overhead door before the end of the year, but it is anticipated that the cost centre expense still will not exceed the budget.
- **Planning & Development** – Planning & Development expenditures are under-budget. Some individual line items are over-budget such as contracted services in Planning Operations due to recruitment agency costs. The Special Events cost centre appears to be over-budget due to airshow expenses; however there are offsetting revenues.

User Fees:

- Overall, user fees are falling slightly short of the budget projections with 19% of the budgeted annual fees remaining to be collected. When looking at

the user fee statement, the variance percentage indicates the % of budget remaining to be collected. Therefore, if it shows a number less than 17%, the City has received more revenue than budgeted. If the variance percentage shows a number greater than 17%, the City is experiencing a shortfall on that revenue budget line.

- General Government is showing revenues slightly below budget in all areas.
- Protection user fees are running under the budgeted projection, this is due, at least in part, to the unrecorded POA revenues.
- Transportation user fees are exceeding budget.
- Environmental user fees are running under budget, with all areas lagging behind projections except the Recycling Facility, Blue Box Collection and Garbage Collection fees.
- Social & Family user fees are no longer expected but remain on this report to show last year's information.
- Recreation & Cultural fees are on budget to the end of October.
- Planning & Development user fees are exceeding budget to date. Some of this overage is in Special Events and is an offset to the airshow expenses.

Please let me know if you have any questions, or would like to see any of the department statements in further detail.

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
CITY OF KENORA								
General Government	3,187,071	2,489,515	(697,556)	(22%)	2,914,652	2,222,001	(692,651)	(24%)
Protection	9,504,394	7,247,152	(2,257,242)	(24%)	9,471,807	7,501,557	(1,970,250)	(21%)
Transportation	4,561,245	3,687,740	(873,505)	(19%)	4,562,040	3,556,474	(1,005,566)	(22%)
Environmental	6,860,067	5,476,049	(1,384,018)	(20%)	6,507,686	5,224,159	(1,283,527)	(20%)
Health	1,942,675	1,654,003	(288,672)	(15%)	1,871,197	1,644,923	(226,274)	(12%)
Social & Family	3,251,158	2,955,489	(295,669)	(9%)	3,539,386	3,135,319	(404,067)	(11%)
Recreation & Cultural	4,876,556	3,934,386	(942,170)	(19%)	5,058,921	3,974,333	(1,084,588)	(21%)
Planning & Development	1,433,478	980,477	(453,001)	(32%)	1,548,835	1,812,688	263,853	17%
CITY OF KENORA	35,616,644	28,424,811	(7,191,833)	(20%)	35,474,524	29,071,454	(6,403,070)	(18%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
General Government								
Mayor and Council	327,086	236,837	(90,249)	(28%)	317,798	250,860	(66,938)	(21%)
Municipal Elections	1,272	1,272	0	0%	1,250	1,272	22	2%
Administrator's Office	511,272	371,244	(140,028)	(27%)	516,468	336,542	(179,926)	(35%)
City Clerk	289,878	242,482	(47,396)	(16%)	277,168	229,536	(47,632)	(17%)
Human Resources	389,294	377,100	(12,194)	(3%)	232,971	238,362	5,391	2%
Building & Grounds Mtnce.	311,184	163,633	(147,551)	(47%)	200,075	69,142	(130,933)	(65%)
Finance	917,134	707,492	(209,642)	(23%)	936,983	717,560	(219,423)	(23%)
Information Technology	413,449	360,384	(53,065)	(13%)	394,076	329,197	(64,879)	(16%)
Rentals	26,502	29,005	2,503	9%	37,863	49,530	11,667	31%
Carpenters Vehicles & Eq.	0	67	67	0%	0	0	0	0%
General Government	3,187,071	2,489,516	(697,555)	(22%)	2,914,652	2,222,001	(692,651)	(24%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Protection								
Fire Operations	1,895,088	1,452,094	(442,994)	(23%)	1,904,669	1,455,015	(449,654)	(24%)
Fire Vehicles & Equipment	33,350	23,823	(9,527)	(29%)	39,000	28,996	(10,004)	(26%)
Police Commission	21,506	18,528	(2,978)	(14%)	20,075	18,657	(1,418)	(7%)
OPP	6,800,026	5,264,424	(1,535,602)	(23%)	6,834,699	5,554,641	(1,280,058)	(19%)
KPS Disbandment	0	14,655	14,655	0%	0	12,616	12,616	0%
Police Building	96,588	75,425	(21,163)	(22%)	91,918	70,202	(21,716)	(24%)
Animal Control	163,013	129,657	(33,356)	(20%)	159,123	125,574	(33,549)	(21%)
Animal Control Vehicles	15,842	10,415	(5,427)	(34%)	11,170	12,633	1,463	13%
Building Inspection	207,341	167,783	(39,558)	(19%)	213,205	152,277	(60,928)	(29%)
Building Vehicles	3,378	2,907	(471)	(14%)	3,207	3,117	(90)	(3%)
Facilities & Property Mgt	238,888	69,930	(168,958)	(71%)	141,774	48,660	(93,114)	(66%)
Facilities Veh & Equip	0	(5,090)	(5,090)	0%	0	109	109	0%
Emergency Measures	8,500	4,330	(4,170)	(49%)	11,758	5,844	(5,914)	(50%)
911 Emergency Access	8,860	8,234	(626)	(7%)	8,746	7,746	(1,000)	(11%)
Health & Safety Committee	12,014	10,037	(1,977)	(16%)	32,463	5,472	(26,991)	(83%)
Protection	9,504,394	7,247,152	(2,257,242)	(24%)	9,471,807	7,501,559	(1,970,248)	(21%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Transportation								
Roads Maintenance	774,686	660,549	(114,137)	(15%)	717,962	598,252	(119,710)	(17%)
Mainten. - Bridge/Culvert	53,750	3,452	(50,298)	(94%)	126,000	20,999	(105,001)	(83%)
Maintenance-Paved Roads	375,000	387,213	12,213	3%	475,594	322,090	(153,504)	(32%)
Mainten-Surface Treated	185,250	63,223	(122,027)	(66%)	139,250	225,620	86,370	62%
Maintenance - Loosetop	228,000	149,167	(78,833)	(35%)	266,250	288,998	22,748	9%
Mainten. - Winter Control	864,250	785,949	(78,301)	(9%)	825,250	564,071	(261,179)	(32%)
Mainten.-Safety Devices	247,250	204,111	(43,139)	(17%)	239,032	227,967	(11,065)	(5%)
Conventional Transit	228,614	183,104	(45,510)	(20%)	242,673	191,810	(50,863)	(21%)
Handi Transit	81,803	68,169	(13,634)	(17%)	81,803	68,169	(13,634)	(17%)
Metered Parking	197,518	151,020	(46,498)	(24%)	226,054	185,919	(40,135)	(18%)
Parking Rentals	193,603	60,682	(132,921)	(69%)	175,082	65,223	(109,859)	(63%)
Chipman St Parking Lot	1,900	1,169	(731)	(38%)	2,000	415	(1,585)	(79%)
Metered Parking Vehicles	2,600	3,037	437	17%	500	811	311	62%
Streetlighting	350,500	279,519	(70,981)	(20%)	330,000	244,939	(85,061)	(26%)
Docks	77,879	69,485	(8,394)	(11%)	68,625	50,757	(17,868)	(26%)
Wharfs	20,208	22,359	2,151	11%	14,440	19,207	4,767	33%
PW Barsky Facility	149,992	146,932	(3,060)	(2%)	130,068	179,856	49,788	38%
Warehouse	119,983	92,122	(27,861)	(23%)	111,205	49,901	(61,304)	(55%)
Garage & Shop	201,819	208,705	6,886	3%	196,865	126,325	(70,540)	(36%)
Vehicles & Equipment	(323,382)	(272,948)	50,434	(16%)	(329,736)	(265,171)	64,565	(20%)
Engineering	415,564	329,523	(86,041)	(21%)	411,711	302,384	(109,327)	(27%)
Operations Administration	114,458	91,196	(23,262)	(20%)	111,412	87,934	(23,478)	(21%)
Transportation	4,561,245	3,687,738	(873,507)	(19%)	4,562,040	3,556,476	(1,005,564)	(22%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Environmental								
Kenora Sanitary	1,591,020	1,208,889	(382,131)	(24%)	1,460,706	1,228,095	(232,611)	(16%)
Sewer Lift Stations	177,500	146,218	(31,282)	(18%)	176,000	88,725	(87,275)	(50%)
Sewage Treatment Plant	912,696	745,644	(167,052)	(18%)	892,543	703,640	(188,903)	(21%)
Water & Sewer Veh. & Eq.	(19,867)	(29,748)	(9,881)	50%	(46,020)	(66,231)	(20,211)	44%
Storm Sewers	190,500	76,136	(114,364)	(60%)	207,500	94,894	(112,606)	(54%)
Kenora Waterworks	1,254,111	976,982	(277,129)	(22%)	1,187,029	956,738	(230,291)	(19%)
Water Standpipe & Booster	58,550	22,537	(36,013)	(62%)	56,900	48,445	(8,455)	(15%)
Water Treatment Plant	997,822	840,701	(157,121)	(16%)	954,734	771,696	(183,038)	(19%)
Garbage Collection	281,809	192,031	(89,778)	(32%)	285,679	196,501	(89,178)	(31%)
Hazardous Waste Day	31,900	22,974	(8,926)	(28%)	36,800	0	(36,800)	(100%)
Transfer Facility	858,959	740,130	(118,829)	(14%)	716,906	728,175	11,269	2%
Blue Box Collection	183,766	143,531	(40,235)	(22%)	174,446	148,991	(25,455)	(15%)
Kenora Area Landfill	248,149	182,216	(65,933)	(27%)	298,677	191,431	(107,246)	(36%)
Tri-Municipal Landfill	8,325	5,854	(2,471)	(30%)	10,301	5,827	(4,474)	(43%)
SW Vehicles & Equipment	(247,646)	(75,989)	171,657	(69%)	(260,523)	(126,648)	133,875	(51%)
Recycling Facility	211,592	180,222	(31,370)	(15%)	201,532	188,120	(13,412)	(7%)
4 R Initiatives	3,500	3,095	(405)	(12%)	10,000	7,341	(2,659)	(27%)
Solid Waste Supervisor	117,381	94,626	(22,755)	(19%)	144,476	58,419	(86,057)	(60%)
Environmental	6,860,067	5,476,049	(1,384,018)	(20%)	6,507,686	5,224,159	(1,283,527)	(20%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Health								
Northwest Health Unit	673,746	561,455	(112,291)	(17%)	673,746	561,455	(112,291)	(17%)
Ambulance	1,170,619	975,516	(195,103)	(17%)	1,107,415	922,845	(184,570)	(17%)
Lake Woods Cemetery	97,010	115,732	18,722	19%	88,736	159,322	70,586	80%
St. Nich. Ukr. Cemetery	1,300	1,300	0	0%	1,300	1,300	0	0%
Health	1,942,675	1,654,003	(288,672)	(15%)	1,871,197	1,644,922	(226,275)	(12%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Social & Family								
Ontario Works	431,844	359,870	(71,974)	(17%)	496,776	413,980	(82,796)	(17%)
Welfare Administration	0	715	715	0%	0	4,268	4,268	0%
Home For The Aged	1,417,970	1,417,970	0	0%	1,411,017	1,390,168	(20,849)	(1%)
Kenora Day Care	0	9,149	9,149	0%	230,327	174,136	(56,191)	(24%)
After School Program	0	0	0	0%	144,029	88,121	(55,908)	(39%)
Summer Day Camp	0	0	0	0%	19,638	33,314	13,676	70%
Child Care	162,723	135,602	(27,121)	(17%)	157,303	131,086	(26,217)	(17%)
Social Housing	1,238,621	1,032,183	(206,438)	(17%)	1,080,296	900,247	(180,049)	(17%)
Social & Family	3,251,158	2,955,489	(295,669)	(9%)	3,539,386	3,135,320	(404,066)	(11%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Recreation & Culture								
Parks	314,489	266,638	(47,851)	(15%)	398,188	289,206	(108,982)	(27%)
Parks Vehicles & Equip.	20,556	14,541	(6,015)	(29%)	14,102	13,097	(1,005)	(7%)
Anicinabe Park	23,186	8,186	(15,000)	(65%)	22,811	25,044	2,233	10%
Coney Island Park	25,960	17,965	(7,995)	(31%)	49,164	40,338	(8,826)	(18%)
Norman Park	4,668	4,296	(372)	(8%)	4,668	3,984	(684)	(15%)
Harbourfront	159,217	131,162	(28,055)	(18%)	156,904	156,248	(656)	(0%)
Ballfields	54,000	49,991	(4,009)	(7%)	74,000	66,187	(7,813)	(11%)
KAR - Street Programs	178,500	140,154	(38,346)	(21%)	160,000	125,939	(34,061)	(21%)
Kenora Assem of Resoures	151,500	126,250	(25,250)	(17%)	151,500	126,250	(25,250)	(17%)
Rec. Vehicles & Equipment	23,656	15,014	(8,642)	(37%)	23,436	11,704	(11,732)	(50%)
KRC Complex	1,783,915	1,457,590	(326,325)	(18%)	1,710,916	1,399,279	(311,637)	(18%)
Thistle Arena	66,000	50,639	(15,361)	(23%)	85,450	35,486	(49,964)	(58%)
MSFC Pool	587,723	531,911	(55,812)	(9%)	618,720	445,285	(173,435)	(28%)
KRC Concession	500	700	200	40%	1,000	828	(172)	(17%)
KRC External Facilities	21,100	17,243	(3,857)	(18%)	18,100	30,250	12,150	67%
KM - Arena & Complex	276,680	224,359	(52,321)	(19%)	251,647	226,568	(25,079)	(10%)
JM Arena	34,961	21,478	(13,483)	(39%)	19,542	15,847	(3,695)	(19%)
Recreation Programs	11,500	15,431	3,931	34%	12,500	19,865	7,365	59%
Fitness Centre	153,878	127,096	(26,782)	(17%)	143,167	123,832	(19,335)	(14%)
Community Events	3,800	1,333	(2,467)	(65%)	4,200	1,809	(2,391)	(57%)
Teams & Clubs	24,450	27,434	2,984	12%	24,000	26,500	2,500	10%
Heritage Kenora Committee	4,675	1,672	(3,003)	(64%)	5,200	2,295	(2,905)	(56%)
Public Library	702,582	487,017	(215,565)	(31%)	771,588	577,760	(193,828)	(25%)
Lake Of The Wood Museum	249,060	196,289	(52,771)	(21%)	338,118	210,730	(127,388)	(38%)
Recreation & Culture	4,876,556	3,934,389	(942,167)	(19%)	5,058,921	3,974,331	(1,084,590)	(21%)

Report to Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Planning & Development								
Planning Operations	467,326	205,217	(262,109)	(56%)	288,048	232,995	(55,053)	(19%)
Planning Advisory Comm.	12,510	5,493	(7,017)	(56%)	12,560	8,347	(4,213)	(34%)
Business Enterprise Cent.	246,505	147,700	(98,805)	(40%)	193,935	183,817	(10,118)	(5%)
Youth Intern-Bus Ent Cent	33,505	27,489	(6,016)	(18%)	0	0	0	0%
Economic Development	118,096	94,948	(23,148)	(20%)	253,880	177,524	(76,356)	(30%)
Tourism	297,526	233,282	(64,244)	(22%)	582,514	544,815	(37,699)	(6%)
Tourism-Brand Leadership	25,000	0	(25,000)	(100%)	0	0	0	0%
Special Events	125,562	195,218	69,656	55%	217,898	247,282	29,384	13%
Development Commission	77,448	57,823	(19,625)	(25%)	0	416,462	416,462	0%
Infrastructure	30,000	13,303	(16,697)	(56%)	0	0	0	0%
Planning & Development	1,433,478	980,473	(453,005)	(32%)	1,548,835	1,811,242	262,407	17%

Departmental Statement

111 - Mayor and Council

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Expenses								
Wages - Canfield	33,576	28,723	(4,853)	(14%)	33,576	26,524	(7,052)	(21%)
Wages - Lunny	16,383	13,958	(2,425)	(15%)	16,383	12,136	(4,247)	(26%)
Wages - MacKay	16,383	13,635	(2,748)	(17%)	16,383	13,721	(2,662)	(16%)
Wages - Smith	16,383	13,635	(2,748)	(17%)	16,383	14,344	(2,039)	(12%)
Wages - Roussin	16,383	14,922	(1,461)	(9%)	16,383	14,789	(1,594)	(10%)
Wages - Drinkwalter	16,383	14,142	(2,241)	(14%)	16,383	13,253	(3,130)	(19%)
Wages - McMillan	16,383	13,270	(3,113)	(19%)	16,383	12,499	(3,884)	(24%)
Benefits	12,767	9,041	(3,726)	(29%)	10,760	8,929	(1,831)	(17%)
Advertising	25,055	11,097	(13,958)	(56%)	12,150	13,141	991	8%
Civic Functions	9,000	4,552	(4,448)	(49%)	9,750	8,126	(1,624)	(17%)
Donations	41,450	33,108	(8,342)	(20%)	50,640	43,206	(7,434)	(15%)
Insurance	2,615	1,384	(1,231)	(47%)	2,823	2,768	(55)	(2%)
Luncheons	500	757	257	51%	500	645	145	29%
Materials and Supplies	4,000	2,462	(1,538)	(38%)	10,500	8,689	(1,811)	(17%)
Meeting Expenses	0	0	0	0%	0	55	55	0%
Miscellaneous	1,500	929	(571)	(38%)	2,500	535	(1,965)	(79%)
Office and Postage	0	915	915	0%	0	26	26	0%
Promotions	15,000	1,853	(13,147)	(88%)	9,500	745	(8,755)	(92%)
Subscriptions/Memberships	18,980	18,899	(81)	(0%)	18,701	18,333	(368)	(2%)
Telephone / Internet	15,845	9,858	(5,987)	(38%)	15,600	12,832	(2,768)	(18%)
Travel & Conference	48,500	29,696	(18,804)	(39%)	42,500	25,563	(16,937)	(40%)
Expenses	327,086	236,836	(90,250)	(28%)	317,798	250,859	(66,939)	(21%)
Excess revenue over exp (Exp over revenue)	(327,086)	(236,836)	90,250	(28%)	(317,798)	(250,859)	66,939	(21%)

Council Travel

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
Council Travel								
Trav. & Conf. - Canfield	12,500	8,693	(3,807)	(30%)	12,500	5,490	(7,010)	(56%)
Travel & Conf. - Lunny	6,000	5,575	(425)	(7%)	5,000	2,149	(2,851)	(57%)
Travel & Conf. - McKay	6,000	3,042	(2,958)	(49%)	5,000	4,432	(568)	(11%)
Travel & Conf. - Smith	6,000	2,328	(3,672)	(61%)	5,000	4,551	(449)	(9%)
Travel & Conf. - Roussin	6,000	4,697	(1,303)	(22%)	5,000	4,494	(506)	(10%)
Travel & Conf. Drinkwalter	6,000	2,739	(3,261)	(54%)	5,000	3,031	(1,969)	(39%)
Trav. & Conf. - McMillan	6,000	2,622	(3,378)	(56%)	5,000	1,416	(3,584)	(72%)
Council Travel	48,500	29,696	(18,804)	(39%)	42,500	25,563	(16,937)	(40%)
Excess revenue over exp (Exp over revenue)	(48,500)	(29,696)	18,804	(39%)	(42,500)	(25,563)	16,937	(40%)

User Fees

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
TOTAL USER FEES								
User Charges	10,569,019	8,562,842	(2,006,177)	(19%)	10,038,648	9,135,700	(902,948)	(9%)
TOTAL USER FEES	10,569,019	8,562,842	(2,006,177)	(19%)	10,038,648	9,135,700	(902,948)	(9%)
GENERAL GOVERNMENT								
City Clerk	70,465	57,274	(13,191)	(19%)	64,900	60,911	(3,989)	(6%)
Finance	12,990	9,561	(3,429)	(26%)	10,700	9,913	(787)	(7%)
Rentals	90,115	69,970	(20,145)	(22%)	64,839	55,023	(9,816)	(15%)
GENERAL GOVERNMENT	173,570	136,805	(36,765)	(21%)	140,439	125,847	(14,592)	(10%)
PROTECTION								
Fire Operation User Chrg.	95,990	57,629	(38,361)	(40%)	83,040	121,453	38,413	46%
OPP - User Charges	33,000	25,172	(7,828)	(24%)	28,850	25,788	(3,062)	(11%)
Animal Control-User Fees	11,500	11,028	(472)	(4%)	7,500	11,510	4,010	53%
Build Inspect. User Fees	80,000	81,208	1,208	2%	80,000	63,169	(16,831)	(21%)
911 Emergency Access	0	0	0	0%	5,477	0	(5,477)	(100%)
Provincial Offences	202,847	129,148	(73,699)	(36%)	267,285	168,347	(98,938)	(37%)
PROTECTION	423,337	304,185	(119,152)	(28%)	472,152	390,267	(81,885)	(17%)

User Fees

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
TRANSPORTATION								
Roads Maintenance	6,500	3,592	(2,908)	(45%)	6,500	2,580	(3,920)	(60%)
Convent Trans User Charge	112,000	91,571	(20,429)	(18%)	120,000	92,880	(27,120)	(23%)
Metered Park - User Fees	315,000	280,973	(34,027)	(11%)	302,000	270,835	(31,165)	(10%)
Parking User Fees	160,000	160,792	792	0%	139,810	146,443	6,633	5%
Chipman Parking User Fees	15,000	8,536	(6,464)	(43%)	14,000	7,957	(6,043)	(43%)
Docks - User Fees	47,000	49,021	2,021	4%	45,000	46,291	1,291	3%
Wharfs - User Fees	25,000	23,918	(1,082)	(4%)	23,000	24,472	1,472	6%
PW Barsky Fac-W/O Bill	119,183	76,196	(42,987)	(36%)	105,183	85,898	(19,285)	(18%)
User Fee Warehouse	15,000	12,237	(2,763)	(18%)	15,000	11,804	(3,196)	(21%)
Garage & Shop/User Charge	0	12,250	12,250	0%	0	0	0	0%
Engineering	500	494	(6)	(1%)	1,500	350	(1,150)	(77%)
TRANSPORTATION	815,183	719,580	(95,603)	(12%)	771,993	689,510	(82,483)	(11%)
ENVIRONMENTAL								
Sanitary Surcharge	2,969,007	2,249,003	(720,004)	(24%)	2,422,181	2,264,746	(157,435)	(6%)
User Fee Kenora Waterwork	3,080,136	2,338,753	(741,383)	(24%)	2,556,047	2,342,989	(213,058)	(8%)
Garbage Collect. User Chg	225,000	203,745	(21,255)	(9%)	213,000	199,993	(13,007)	(6%)
HHWD User Charges	3,200	2,370	(830)	(26%)	3,200	3,380	180	6%
Transfer Facility	1,120,000	956,257	(163,743)	(15%)	1,100,000	942,334	(157,666)	(14%)
Blue Box Collection	41,500	34,202	(7,298)	(18%)	35,700	32,438	(3,262)	(9%)
Kenora Area Landfill	420,000	409,242	(10,758)	(3%)	420,000	319,777	(100,223)	(24%)
Recycling Facility	12,000	14,419	2,419	20%	7,000	11,246	4,246	61%
ENVIRONMENTAL	7,870,843	6,207,991	(1,662,852)	(21%)	6,757,128	6,116,903	(640,225)	(9%)

User Fees

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
SOCIAL & FAMILY								
User Fees Day Care	0	0	0	0%	185,960	140,080	(45,880)	(25%)
User Fees After School Pr	0	0	0	0%	120,000	119,147	(853)	(1%)
User Fees Summer Day Camp	0	0	0	0%	27,000	52,746	25,746	95%
SOCIAL & FAMILY	0	0	0	0%	332,960	311,973	(20,987)	(6%)
RECREATION & CULTURAL								
Parks User Charges	1,250	1,250	0	0%	1,000	4,992	3,992	399%
Anicinabe Park	23,186	23,186	0	0%	22,511	22,511	0	0%
Ballfields	6,800	6,210	(590)	(9%)	6,500	6,737	237	4%
KAR Street Programs	22,500	26,452	3,952	18%	4,000	22,634	18,634	466%
KRC Complex	508,900	437,989	(70,911)	(14%)	492,400	433,621	(58,779)	(12%)
Thistle Arena	197,500	148,749	(48,751)	(25%)	197,500	142,150	(55,350)	(28%)
MSFC Pool User Charges	143,000	119,203	(23,797)	(17%)	144,150	119,258	(24,892)	(17%)
KRC External User Charges	7,500	10,111	2,611	35%	7,500	8,816	1,316	18%
KM - Arena & Complex	237,500	184,105	(53,395)	(22%)	231,000	187,337	(43,663)	(19%)
Recreation Programs	32,200	37,372	5,172	16%	31,000	41,051	10,051	32%
Fitness Centre	35,000	22,897	(12,103)	(35%)	30,000	27,391	(2,609)	(9%)
RECREATION & CULTURAL	1,215,336	1,017,524	(197,812)	(16%)	1,167,561	1,016,498	(151,063)	(13%)

User Fees

January - October

	Current Year				Previous Year			
	Budget	YTD Actual	Variance	% Variance	Budget	YTD Actual	Variance	% Variance
PLANNING & DEVELOPMENT								
Sales, Fees, Ser Charge	29,600	30,446	846	3%	24,600	44,665	20,065	82%
Planning Advisory Comm.	14,150	12,050	(2,100)	(15%)	14,275	13,675	(600)	(4%)
Tourism - User Charges	7,000	3,731	(3,269)	(47%)	211,000	260,827	49,827	24%
Special Events	20,000	57,958	37,958	190%	146,540	96,316	(50,224)	(34%)
PLANNING & DEVELOPMENT	70,750	104,185	33,435	47%	396,415	415,483	19,068	5%



3 December 2013

City Council Committee Report

TO: Mayor and Council

FR: Karen Brown

RE: OPP Contract Renewal

Recommendation:

Whereas the City of Kenora's contract with the Ministry of Community Safety and Correctional Services (MCSCS) for policing services as provided by the Ontario Provincial Police (OPP) is set to expire on July 17, 2014; and

Whereas the MCSCS and OPP are currently reviewing the existing billing model for the provision of policing services; and

Whereas the OPP have advised that they are not in a position to renew Section 10 contracts until early 2015; and

Whereas the City is obligated to provide policing in accordance with the Police Services Act;

Now therefore let it be resolved that Council hereby approves the amendment of the current contract between the MCSCS and the City of Kenora effective July 17, 2014 to ensure the continuance of policing services through the Ontario Provincial Police (OPP) effective July 18, 2014; and further

That this renewal be in effect until such time as the City is able to enter into a new agreement with the MCSCS or is otherwise revoked by Council.

Background:

The Ontario Provincial Police (OPP) is currently undergoing a review of their existing billing process, with the intent of implementing changes in 2015. As a result, the OPP has sent notice out to various municipalities that it is not renewing any contracts that expire prior to the implementation of the new billing model. The City of Kenora's contract with the OPP expires on July 17, 2014. As a result, Kenora is among those that have received this notice. A copy of the notice has been attached to this report.

There are two models of policing provided by the OPP under the Police Services Act (PSA):

- Section 10 of the PSA is contract policing, and is the model currently employed by the City.

- Section 5.1 of the PSA is non-contract policing.

The City currently has the option of amending the existing agreement under Section 10, or moving to a non-contract policing arrangement under Section 5.1. A chart illustrating the differences between Section 5.1 and Section 10 PSA policing has been attached for Council's reference.

At this time, particularly given the short period of time between the contract expiry and the planned implementation of the billing model, it is recommended that the City remain with the existing Section 10 contract policing model. As noted on the attached analysis, the requirement for a Policing Services Board will continue under that model, together with more clearly defined local roles in the provision of policing services.

Budget:

Costs related to policing will be built into the 2014 operating budget.

Communication Plan/Notice By-law Requirements:

The Ministry of Community Safety and Correctional Services (MCSCS) and OPP will be advised as to Council's decision on this matter. The contract amendment will need to be passed by By-law once available.

**Ontario
Provincial
Police**

**Police
provinciale
de l'Ontario**



Municipal Policing Bureau
Bureau des services policiers des municipalités

777 Memorial Ave.
Orillia ON L3V 7V3

777, ave Memorial
Orillia (ON) L3V 7V3

Tel: (705) 329-6200

Fax: (705) 330-4191

File #:

613-10

October 4, 2013

Director of Finance / CAO
City of Kenora
One Main Street South
Kenora, ON, P9N 3X2

Dear Sir/Madam:

The present contract between the City of Kenora and the Ministry of Community Safety and Correctional Services (MCSCS) for policing services provided by the Ontario Provincial Police (OPP) is due to expire on July 17, 2014. As you are aware, it is the responsibility of your municipality to provide policing in accordance with the *Police Services Act* (PSA). The Act gives all municipalities several options as to how they may provide policing, including a Section 10 contract or a Section 5.1 billing arrangement with the OPP.

The OPP and MCSCS are actively reviewing the billing process for municipal policing services provided by the OPP. The goal of this review, and of any proposed changes, is to recover costs in a way that is fair and consistent for all municipalities using OPP services.

As a result of this billing process review, the MCSCS will not be in a position to renew Section 10 contracts until early 2015, and we would like to take this opportunity to assist you in fulfilling your obligation under the PSA. As your contract is scheduled to expire on July 17, 2014, we are offering your municipality two options. One would be to enter into an amending agreement that includes the current cost recovery formula. The second is to revert your municipality to a Section 5.1 policing arrangement under the PSA, and which includes the current cost recovery formula.

The OPP values its contract relationship with your municipality and you may be assured that we will assist you through this period of change. An OPP Municipal Policing Analyst will contact you in the near future to further discuss this process.

Director of Finance / CAO
Page two

We look forward to meeting with you to establish a new agreement.

Yours truly,

A handwritten signature in cursive script, appearing to read "R.A. Philbin".

R.A. (Rick) Philbin
Superintendent
Commander
Municipal Policing Bureau

/sm

c: Commander, North West Region
Commander, Kenora Detachment



Fact Sheet – Section S. 5.1 vs. S. 10 PSA

Contract Policing Section Issue # 2

This chart illustrates the differences between OPP Section 5.1 and Section 10 PSA policing

LEGISLATED / FUNDING DIFFERENCES	S. 10 PSA - CONTRACT	S. 5.1 – NON CONTRACT
1. Civilian Governance Model	Police Services Board – mandatory pursuant to 10(2) PSA	Community Policing Advisory Committee – discretionary 5.1(4) PSA
2. Objectives and priorities for delivery of police services within the Municipality	Determined by Board after consultation with the Detachment Commander – 10(9) (b) (PSA)	Advisory role for CPAC for objectives and priorities for police services in municipality – 5.1(6)
3. Policy for the effective management of the police force	Local policy established by Board after consultation with the Detachment Commander - 10(9) (c) PSA	No defined role in PSA
4. Selection of the detachment commander/chief of police	Participate in the selection of the Detachment Commander- 10(9) (a) PSA	OPP attempts to involve s. 5.1 PSA integrated detachment municipalities in the selection - no legislated requirement
5. Evaluation of the Detachment Commander/Chief of Police	Monitor performance of Detachment Commander 10(9) (d) PSA	No defined role in PSA
6. Maintenance of a complaints system	Review the Detachment Commander’s administration of the complaint system and receive regular reports – 10(9) (f) PSA	No defined role in PSA
7. Appoint the members of the force	All hiring cost are covered under the agreement with the OPP, members are selected using the criteria of 43 (1) PSA	All hiring cost are covered, members are selected using the criteria of 43 (1) PSA
8. Monitor secondary activities of the police force members	The Detachment Commander provides regular reports to board on decisions made on secondary activities – 10(9) (e) PSA	No defined role in PSA
9. Ministry Support Funding	CPP & 1000 Officers Program, RIDE grants	Ineligible
10. Revenue from sale of found / recovered property and Fees recouped from sale of reports, security checks	Provided directly to municipality / board in a method agreed to locally	Credited to municipality in annual reconciled financial statement
11. By-law enforcement	By-law enforcement as specified in a contract - 10(6) PSA	19(2) PSA – OPP have no responsibility regarding municipal by-laws
12. Level of Service - Cost	As negotiated / Costing Schedule appended to agreement	In accordance with Reg. 420 / 97 made under the PSA



November 29, 2013

**City Council
Committee Report**

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

RE: Request for Tax Exemption by Royal Canadian Legion

Recommendation:

That in response to a request from the Royal Canadian Legion Branch #12 and Branch #13 for the exemption of municipal residential property taxes, the Council of the City of Kenora hereby approves the requested exemption for a ten (10) year period from 2014 to 2023; and further

That three readings be given to a by-law to authorize the exemption.

Background:

The Royal Canadian Legion Branch #12 and Branch #13 (the Legion) has requested the exemption of municipal residential property taxes pursuant to Section 6.1 of the Assessment Act. According to this act Council may pass a by-law exempting land that is used and occupied as a clubhouse "by persons who served in the armed forces of His or Her Majesty in any war". The Act also states that the exemption must not exceed ten years but may be renewed at any time during the last year of the exemption. This legislation restricts such requests to land used by veterans. Other municipalities have authorized similar requests.

The 2013 levy for municipal residential taxes was \$5,625.30 for Branch #12 and \$2,988.88 for Branch #13. The Legion would still be required to cover school board taxes, commercial tax levies, BIA levies and local charges for sewer and water. The exemption is only applicable if the Legion owns the properties in question. The property currently owned by Branch #13 is for sale. If the property is sold it would return to full taxable status.

Budget:

The 2014 operating budget will be adjusted for this exemption.

Communication Plan/Notice By-law Requirements:

The Royal Canadian Legion Branch #12 and Branch #13 will be notified once Council has approved the recommendation.



3 December 2013

City Council Committee Report

TO: Mayor and Council

FR: Karen Brown, CAO

RE: Strategic Plan RFP Award

Recommendation:

That Council hereby accepts Urban Metrics Inc. Proposal of Services for the City of Kenora Strategic Plan dated November 21, 2013; and further

That the appropriate by-law be passed to engage Urban Metrics Inc. for this purpose.

Background:

During the 2013 City budget deliberations, Council supported administration's recommendation to pursue a strategic planning exercise. The recommendation was made as it had been over a decade since the City's original plan had been developed. That plan had been updated internally by City staff twice since the original approval. Over that time, the City has made a number of decisions related to longer term strategic directions, including the approval of the new Brand. It was recommended that the City proceed through a comprehensive strategic plan, one that includes economic development, to ensure that the City, its staff, boards, committees and other stakeholders are all working together to move in the same direction.

The City put out an RFP for a strategic planning consultant to lead Kenora through this exercise in November 2013. The City received twelve responses to this request for proposals. A team of five individuals with diverse backgrounds, covering three different generational groups, was assembled to independently review and rate the responses, based on the rating scale as set out in the RFP request document. The proposal by Urban Metrics received the highest overall and combined rating, and is being recommended for award.

The City is currently in the process of confirming references for this company, and this will have been completed prior to the discussion at Committee of the Whole on December 10, 2013.

Budget:

A project budget totaling \$50,000 will be built into the City's 2014 municipal budget. The City has applied for funding from both FedNor (30%) and NOHFC (50%) to help offset the costs of the strategic planning exercise.

Communication Plan/Notice By-law Requirements:

Urban Metrics Inc will be advised as to Council's decision on this matter. The Urban Metrics Inc proposal includes a comprehensive communication plan for the strategic planning process. The City's Strategic Plan Implementation Team will work in conjunction with the consultant on this communication strategy.



2 December 2013

City Council Committee Report

To: Mayor and Council

Fr: Joanne L. McMillin, City Clerk

Re: Receipt and Approval of Various Committee Minutes

Recommendation:

That Council hereby adopts the following Minutes from various City of Kenora Committees:

- Various Minutes from Brand Leadership Team (April, May, August, September, October, December, 2012, March, April, May, June & November, 2013)
- November 5 – Urban Trails Committee
- November 6 – Event Centre Committee
- November 12 - Committee of the Whole and Property & Planning
- November 19 – Kenora Community Policing Committee
- November 21 – Heritage Kenora; and

That Council hereby receives the following Minutes from other various Committees:

- October 23 – Kenora Police Services Board
- October 31 - District of Kenora Home for the Aged Board of Management; and further

That these Minutes be circulated and ordered filed.

Background:

This static monthly report appears on the Committee of the Whole Agenda (Business Administration-BA) for the purpose of Council approving and/or receiving various Committee Minutes. Those being approved are the Committees of Council which Council should be approving the actions of those Committees and does so in the form of a by-law under the Confirmatory By-law.

The Minutes being received are typically from local Boards or Corporations for information only (and cannot be 'approved' by Council).

The various Minutes will appear under separate cover as an attachment on SharePoint to this report.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

N/A



November 4, 2013

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

RE: 2014 Water and Sewer rate increase

Recommendation:

That as recommended by BMA Management Consulting Inc. in the Water and Wastewater Long Range Financial Plan Forecast approved by Council resolution on November 21, 2011, the 2014 water and sewer rates be increased by 10% over the 2013 rates; and

That in accordance with Notice By-Law Number 144-2007, public notice is hereby given that Council intends to amend "Schedule D" By-Law #168-2004 to increase water and sewer rates as set out on the attached "Schedule D"; and

That Council give three readings to a by-law for this purpose; and further

That this by-law shall take effect and come into force on January 1, 2014.

Background:

In accordance with the Safe Drinking Water Act (2002) Council approved the Water and Wastewater Long Range Financial Plan Forecast. One of the recommendations of the Financial Plan was to implement a 10% increase to water and sewer rates for 2014. The increase would support the ongoing replacement of existing assets, begin to address the infrastructure deficit, and improve revenue stability. The firm of BMA Management Consultants Inc. prepared the Financial Plan.

Budget:

The 10% increase is to be reflected in the 2014 sewer and water operating budget.

Communication Plan/Notice By-law Requirements:

Required under Schedule 'A' to Notice By-Law 144-2007: "before passing or amending a By-Law pertaining to fees and charges imposed by the City of Kenora, Council shall give public notice of its intention to pass a By-Law by placing it on the applicable agenda preceding the meeting and subsequently posted on the Portal."

SCHEDULE 'D' - WATER & SEWER RATE CHARGES

TABLE (i)

	Meter Size	Ratio	Fixed Cost per Month	Water Cost	Sewer Cost
5/8"	15	1.0	\$29.87	\$1.01	100% water cost
3/4"	18	1.1	\$32.86	\$1.01	100% water cost
1"	25	1.4	\$41.82	\$1.01	100% water cost
1 1/2"	40	1.8	\$53.76	\$1.01	100% water cost
2"	50	2.9	\$86.63	\$1.01	100% water cost
3"	75	11.0	\$328.54	\$1.01	100% water cost
4"	100	14.0	\$418.15	\$1.01	100% water cost
6"	150	21.0	\$627.22	\$1.01	100% water cost
8"	200	40.0	\$1,194.71	\$1.01	100% water cost

**** Customers with approved bleeders shall receive a discount of 50% on their volumetric water consumption for the approved bleeding period as directed by the water and sewer supervisor each year. This period will be no earlier than November 1st and ending no later than April 30th of the following year.**



November 20, 2013

City Council Committee Report

TO: Mayor and Council

FR: Melissa Shaw, Tax Collector

RE: Section 357- Cancellation and Refund of Taxes

Recommendation:

That Council hereby approves the Section 357 tax adjustments with potential refunds totaling \$13,024.02.

Background:

The Tax Department received a significant number of Section 357 applications in the month of October, following the fall submission of Section 357 adjustments which were passed by Council in the September 2013 meeting. These new applications could wait until spring 2014 for approval, however, in an effort to facilitate timely processing we request additional approval of \$13,024.02 in potential repayment, and \$47.93 in taxes cancelled. The credits will be applied to accounts to reduce the 2014 Interim Billing, levied in early January.

The cancellation and refund of taxes are dealt with by Council under Section 357 of the Municipal Act. These applications are for the 2012 and 2013 tax year, and relate to properties that have had an assessment reduction due to a change in assessment classification, fire, demolition, substantially damaged or repair preventing normal use.

Budget:

The municipal share of the tax reductions relating to the Section 357 adjustments is \$9,099.27, the remaining \$3,972.69 is attributed back to the related school boards.

Communication Plan/Notice By-law Requirements:

Property owners receiving a Section 357 adjustment will be notified in writing of the applicable refund amount.



December 2, 2013

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Caron, Manager of Property and Planning

RE: 2014 KAR (Kenora Assembly of Resources)

Recommendation:

That the Council of the City of Kenora gives three readings to a by-law authorizing a contract between the Kenora Assembly of Resources (KAR) and the City of Kenora for provision of services at the Harbourfront and related areas for the period January 1, 2014 through December 31, 2014.

Background:

In October of 2012 the City's contract was renewed with KAR for the 2013 year. Prior to that there was an extension from 2010 to 2012 in order for the City to have sufficient opportunity to fully address the services being provided under the KAR agreement and to ensure a successful transition. There were a number of reports to this Council on this matter. The reports are not attached but are available upon request. The program remains under KAR.

KAR provides regular reports of their activities. The report from Nov. 2012 to Nov. 2013 and the latest report (June – Oct) are attached. (attachments 1 and 2). The KAR programs have been working well; the Special Events Coordinator and the Tourism Development Officer(s) have advised they are pleased with the current arrangement and would support the one year contract extension. A copy of a draft contract to the end of 2014, representing a one year extension of the KAR programs has been attached for your reference (attachment 3).

Budget:

The KAR Service Agreement will be included in the 2014 budget, and is unchanged from the 2013 allocation.

Communication Plan/Notice By-law Requirements:

Manager of Property and Planning, Tourism Development Officer, Special Events Coordinator, LOTWDC, KAR and the Kenora Fellowship Centre will be advised of Council's decision on this matter.

The Corporation of the City of Kenora

By-Law Number xx - 2013

**A By-Law to Authorize the execution of an Agreement between
the Corporation of the City of Kenora and the Kenora Assembly of Resources
for the Delivery of Community Social Programs**

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 Kenora Assembly of Resources for the delivery of Community Social Programs for the final transition period of 1 January 2014 through 31 December 2014;

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 Kenora Assembly of Resources 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, 2014 to December 31, 2014.
3. That by-law #xxx-2013 be hereby revoked effective January 1, 2014.

**By-Law read a First and Second Time this 17th day of December, 2013
By-Law read a Third and Final Time this 17th day of December, 2013**

The Corporation of the City of Kenora:-

.....MAYOR
David S. Canfield

.....CITY CLERK
Joanne L. McMillin

Service Agreement
between
Kenora Assembly Of Resources
and
The Corporation of the City of Kenora
regarding
Service Delivery of Social Programming to the City

1. Purpose and Definitions

The intent of this service agreement is to set out a framework for the rights and obligations of each party, as well as the administrative responsibilities, cost-sharing arrangements, program deliverables, and reporting requirements for the respective parties.

In consideration of mutual covenants contained herein, and other good and valuable consideration, the City of Kenora, herein referred to as the City, and Kenora Assembly of Resources, hereafter referred to as KAR, hereby agree to enter into a service agreement in accordance with the terms and conditions contained in this service agreement.

2. Program:

In recognition of the vital role of social programming in the City's economy and in street beautification, the City of Kenora and KAR agree to enter into a contract that will result in the enhancement of the quality of life in the community. As a result of municipal financial, administrative, and managerial support, KAR will provide important resources to target activities/objectives by working cooperatively with individuals, organizations, agencies, and other stakeholders.

3. City of Kenora's Obligations:

The City of Kenora shall be responsible for providing:

- a) A Council by-law from the City of Kenora authorizing this *service agreement*. For the term of this contract, the City of Kenora shall provide the following:
- b) Assistance in the development of further public/private sector partnerships and agreements in the operation of KAR;

- c) Provision of appropriate marketing and communications support of KAR, including logos, identifiers and municipal literature, brochures and website maintenance;
- d) Accounting and IT support for the related financial statements, budgets, billing and receivable services, and computer support related to the delivery of washroom and grounds maintenance, and quality of life projects.
- e) Provision of a location for a trailer facility, or alternative location as jointly agreed to, with sufficient floor space and amenities to deliver quality of life programs.
- f) Budget allocation for the delivery of the prescribed services will be \$151,500 for the twelve month period ending December 31, 2014. Should the contract be terminated prior to December 31, 2014 by either party, the budget allocation will be prorated on a daily basis from January 1, 2014 to the date of contract termination.

4. KAR's Obligations:

KAR shall be responsible for providing the following:

- a) A Board of Directors' resolution expressing full support of the contract in principle and authorizing the Chairperson (or designate) to sign this service agreement. For the term of this contract, KAR shall provide the following:
- b) Services as outlined in Schedules 'A', service targets and objectives.
- c) Delivery of program planning, management and operations consistent with this agreement.
- d) KAR shall not assign the rights and obligations contained in this service agreement in whole, or in part, without prior consultation and the written consent of the City of Kenora.
- e) KAR shall not incur any additional program delivery costs above and beyond those set out in this agreement, without the prior written consent of the City of Kenora. Additional costs incurred by KAR, with respect to the services provided in this agreement, shall be their sole responsibility.
- f) Obtain Comprehensive general liability insurance in an amount of not less than \$5,000,000.00 inclusive, adding the City of Kenora as the additional insured.
- g) KAR shall comply with all applicable health and safety legislation in the performance of this contract.

5. Administrative and Cost-Sharing Arrangements:

- i. The City shall pay required expenditures directly on behalf of KAR following approval of those expenditures by the KAR Board. Payment shall be made upon satisfaction by the City, that KAR has successfully achieved the targets and service objectives in the City approved detailed budget and defined in this agreement.
- ii. The City of Kenora shall not be responsible for, and shall not be invoiced for, any costs or expenses except as specifically authorized in this agreement, unless approval is provided in writing by the Manager of Property and Planning, prior to incurring such expense.
- iii. Any new revenues (or cash in kind) generated as a result of partnerships/sponsorships related to the operation of KAR, or through services rendered by KAR shall be used solely for the operation of KAR and to expand or enhance the level and type of service being offered to clients.
- iv. The City of Kenora shall supply all maintenance cleaning supplies at no costs to KAR.
- v. All minor and major repairs at the Harbourfront / McLeod Park shall be the responsibility of the City. KAR shall provide assistance through performing work for minor repairs where possible, with related supplies paid for by the City.
- vi. KAR shall submit audited financial statements to the City of Kenora, no later than five months following the previous fiscal year.

6. Reporting and Monitoring:

- i. In addition to the approved Service Agreement, KAR shall provide to the City of Kenora, other reports that the City may reasonably request, consistent with, and related to, the “Targets and Service Objectives” as set out in Schedule ‘A’ in this agreement.
- ii. KAR shall provide to the City of Kenora, for audit purposes, from time to time, during the term of this service agreement and for a period of three (3) years after the expiry or termination of this service agreement, access to information relating to the operation of KAR relating to any financial and client databases compiled and maintained by KAR on behalf of the City of Kenora.

7. Promotion and Publicity:

- i. For projects that the City of Kenora has a financial interest in, any publicity, publication or reference relating to KAR shall reflect the participation of each party in a joint program between KAR and the City of Kenora. The City of Kenora will provide appropriate logo information for such promotion.

- ii. All media releases related to joint KAR/City of Kenora project shall be approved by the Chief Administrative Officer, or designate of the City of Kenora, prior to its release.

8. Indemnification:

KAR agrees that it shall, at all times, indemnify and save harmless the City of Kenora, its officers, employees and agents from and against all claims, demands, losses, costs, damages, actions, suits or other proceedings made, sustained, brought or prosecuted that are based upon, or caused in any way by anything done or omitted to be done by KAR or any of its officers, directors, employees or agents in connection with services performed, purportedly performed or required to be performed by KAR under this service agreement.

9. Term of the Service Agreement:

The term of this agreement shall commence January 01, 2014 and terminate December 31, 2014.

10. Termination:

This service agreement is in effect upon signature by all parties concerned, and can be amended at any time by mutual consent, or terminated by either party upon ninety (90) days written notice. In the event either party terminates the agreement, payments shall be made on a pro-rated basis in accordance with the requirements outlined in Section 5 of this Agreement.

11. Program Transition:

Both parties recognize and acknowledge that 2014 may represent the final year of the contract between KAR and the City for the provision of social programming. As part of this agreement, KAR agrees to work with the new partner as identified by the City to ensure a successful transition of and for the ongoing provision of social programming in 2014 to and the ongoing success and continuance of these programs beyond the term of this agreement.

12. Signatures:

This service agreement has been signed on behalf of Kenora Assembly of Resources and on behalf of the City of Kenora by the proper signing authorities.

13. Form Part of Agreement

The attached Schedules 'A' and 'B' shall form part of this Agreement.

Kenora Assembly of Resources, Chairperson

Date

I have the authority to bind the Corporation.

SEAL

The Corporation of the City of Kenora, Mayor

Date

The Corporation of the City of Kenora, City Clerk

Date

Schedule 'A': Targets and Service Objectives

In accordance with the terms and conditions contained in this service agreement, KAR shall:

1. **Harbourfront Park Maintenance, McLeod Park Washroom & Grounds Maintenance.**

The Kenora Assembly of Resources shall provide maintenance services at the Thistle Pavilion, and designated green space areas on the following basis:

- i. Basic ground maintenance of: Harbourfront, Green Belt, McLeod Park and designated green space areas, including maintaining the appearance and cleanliness of the walkways and site facilities.
- ii. Unlock and lock the doors on the washrooms at the Thistle Pavilion and keep the washrooms clean and supplied with basic toiletries. Washroom schedules will be tentatively set for the duration of this agreement on the following basis:
 - a. **Thistle Pavilion Washrooms:**
 - 12 months – January to December
 - Spring: 9:00 a.m. to 5:00 p.m. daily
 - Summer: 8:00 a.m. to 10:00 p.m. daily
 - Fall: 8:30 a.m. to 9:00 p.m. daily
 - Winter: 9:00 a.m. to 5:00 p.m. daily
 - b. **McLeod Park**
 - May 15 to October 30 – 9:00 a.m. to 8:30 p.m. daily
- iii. Maintain a high standard over the litter control on the Harbourfront Park / Greenbelt between the Thistle Pavilion, McLeod Park, including the South & North Harbourfront parking lots, McLeod Park parking lot, Lakeview Drive and parking lot, Library Lane, Water Street Steps, Landing and Brush, Bernier Drive sidewalks, Harbourfront docks and laneway between the TD Bank and Johnson's Pharmacy. Remove all floating debris that washes on shore at Harbourfront, and retrieve benches and litter barrels from the lake along the Greenbelt. Responsible for the emptying of the public garbage containers located in these areas. All collected litter / garbage from the areas described herein shall be removed on a regular basis to the waste management station. This includes routine major clean-up of streets after events following required clean-up by event organizers.
- iv. Pick up drug needles at various locations on the Harbourfront. Delivery for disposal to Drug Addictions Centre. Monitor and report drug activities on the Harbourfront.
- v. In cooperation with the Ontario Provincial Police, monitor and maintain control of public vagrancy, vandalism, intoxication, incidents of sexual activities, skirmishes and mischief at the Harbourfront Park.

- vi. Take measures to enforce public vagrancy and loitering at the Harbourfront Park / Greenbelt by requesting them to move on and reporting persistent violators to the local police.
- vii. Provide seasonal light security on the Harbourfront docks and patrons leases from June 20 to August 20.
- viii. Keep flower planters clear of garbage and regular summer sweeps of boardwalk and street sidewalks.
- ix. Snow clearance and sanding on Bernier Drive walkways from South parking lot, Johnson Pharmacy Lane and Water Street steps and landings. Monitor and keep clean all three parking lots on the Harbourfront for refuse / sand. Make arrangements for City sweeper to sweep on a regular basis.
- x. Removal of graffiti.
- xi. Power washing of sidewalks when necessary.
- xii. Provide coffee, pastry and clothing for some of the regular homeless people on extreme cold days.
- xiii. Report faulty lamps / lights in Harbourfront through McLeod Park, including boardwalk, exterior lighting on parking lot, emergency lighting around pavilion, Husky the Muskie and exterior of McLeod Park washrooms.
- xiv. Painting of lamp / light standards on the Harbourfront.
- xv. Maintain community events display boards (6 locations) and pull off old signage as required.
- xvi. Decorate trees on both sides of Bernier Drive and the pavilion with winter Christmas lights as provided by the City.
- xvii. Carry out minor repairs on the Harbourfront/Greenbelt to facilities and equipment in cooperation with the City of Kenora Operations Department, as appointed by the City of Kenora, with the associated costs for materials and supplies being the responsibility of the City. These include, but are not limited to: boardwalk benches, safety fence at McLeod Park, boardwalk boards, litter barrels and stands and washroom related items.

2. Special Events Equipment

KAR staff shall:

KAR will assist the special events staff as required, as arranged for by the Manager of Property and Planning, to assist in the set up and take down of special events equipment throughout the City. Any costs incurred as a result of performing this set

up and take down will be reimbursed on an incremental cost recovery basis to KAR as outlined in Schedule B.

3. Quality of Life

- i. KAR staff shall implement on a *Special Project Basis* projects contributing to an improved quality of life for local residents and that improve the cleanliness of the public places that visitors to the City are likely to visit, conditional upon receipt of funding; this will include:
 - The Bottle Program
 - The Street Brigade
 - The Green Team
 - Adult/Youth Court Diversion Program
- ii. As long as the above projects are implemented, KAR staff shall provide work opportunities for street people and individuals assessed community service hours by the local courts.

Schedule 'B': Special Events Work and Payment

KAR will be hired by the City of Kenora Special Events Department to set up, maintain and tear down all events under the Whitecap Pavilion.

Payment for labour services will be paid out on an agreed upon classification system from A to E, attached as Schedule B. A fixed dollar amount is assigned to each classification. The Special Event Coordinator will make a recommendation on the amount and time of labour that will be required to stage the event.

KAR shall invoice the City of Kenora Special Events Department by the 15th of every month for the work performed and amount agreed upon for the previous month.

That is bill the City of Kenora July 15 for work performed for previous month of June. Total Contract Payment will be for agreed upon work performed by KAR established by City of Kenora Special Events Coordinator

The invoices shall be paid upon approval by the Special Events Coordinator and submitted to the Tourism Development Officer for purchase order and payment.

For the purpose of monitoring the progress of the project, and accountability for professional services rendered, KAR shall report to the Manager of the Property and Planning with their daily communication and liaising taking place with the Special Events Coordinator.

KAR shall adhere to the work plan as described in the proposal that sets out the tasks and activities to be undertaken in the proposal presented by the Special Events Coordinator in advance of the event so KAR can schedule staff to undertake the task

KAR shall be required to provide all of the services necessary to set up, and take down and garbage removal from the tent to the dumpster provided.

The Special Event Coordinator will provide KAR with a set up plan and event plan prior to each event which outlines the configuration for the event. These will be approved by the Fire Commissioner and must be followed exactly. At this time the Special Events Coordinator will communicate with Buck Matiowski to inform him of the timelines for the delivery of necessary equipment, as well as set up and take down times.

The Special Events Coordinator will be the liaison for all events organizers and will have the sole responsibility for event planning with organizers.

The Special Events Coordinator will ensure that all necessary equipment for set up and take down are provided to KAR at the Harbourfront in a timely manner for each event.

KAR is not responsible for the transportation of special events equipment to and from the venue unless otherwise agreed upon by both parties for an agreed fee for service.

KAR will ensure that all garbage is moved to the allocated dumpster in a timely fashion and will sweep the area clean following each event.

KAR will also monitor garbage while the event is taking place and will remove it as necessary.

KAR will be responsible for clean ups required during event times.

KAR is responsible for the Workplace Health and Safety requirements for their staff and will provide their staff with all required Personal Protective Equipment and comply with all City of Kenora Health and Safety Regulations.

Classification A	Classification B	Classification C	Classification D	Classification E
\$1,200	\$700	\$600	\$200	\$100
3 day event use most of special event inventory including fencing	One day event using tables and chairs	One day event using chairs and some tables	2 hour event Chairs and tables	Set up and take down less than 200 chairs. When the Wed market is done the same amount of chairs is reset for Thurs concert. Friday is only the extra labour required to stack the chairs
Day to set up	Half day to set up	2 hour set up	2 hour or less set up	
Day to tear Down	Half day to tear down	2 hour tear down	2 hour or less tear down	
Daily adjustments	Some fencing			
Attendance over 1500	Attendance less than 1000	Attendance 500 to 1000	Attendance 200	
4 staff required	4 staff required	2 staff required	1staff required	
8 hours per person	4 hours per person	2 hours per person	1hour per person	

ACTIVITIES REPORT

June – OCTOBER 2013

HARBOURFRONT / PAVILION

Current Staff: Three

Coordinator 1, Maintenance 1, Foreman 1,

Court Diversion – average of two workers per week with varying amount of court assigned hours.

Most of the Court Diversion workers, work on weekends picking litter, graffiti removal and sweeping sidewalks.

We employ Marginally Disadvantaged workers on a casual basis, generally three workers twice per week. They are engaged in a variety of work projects.

Our summer was considered to be a good and productive year. The Farmers Market has grown beyond expectations. Our contract with the Tourism for the supply of Market Jockeys and site labor has dominated our work projects. Generally we assign 4 Brigade workers and 2 students for this project – June through to October.

Other Projects:

- Corn stalk decorations on the parking street meters.
- Preparation for Christmas Lighting Program on the Harbourfront. Checking of lights and cords (6500 lights)
- Christmas tree of Lights
- CPR Train of Lights
- Merchants Downtown “ Pik A Bag “

We have been assigned other responsibilities by the City of Kenora as part of contractual commitments.

- Ice Rink (Under the White Cap Pavilion
- Downtown Advertising Boards service & maintenance
- Extension of Washroom Hours (opening & closing during events)

City Contract:

In all likelihood we will enter into a new contract with the City of Kenora to continue providing the harbourfront services for 2014.

Drugs on the Harbourfront:

Has become a major concern for us in the control and maintenance of drugs. A sharp increase in our needle `pick up. Training has been provided by NWHU; however the pick up procedures and increase in locations on the Harbourfront is the issue.

Buck Matiowski

Harbourfront Services Coordinator

October 28 2013

**KENORA ASSEMBLY OF RESOURCES
COMMUNITY SERVICES – SOCIAL PROGRAMMING
STATISTICAL SUMMARY
FOR THE PERIOD: **NOVEMBER 01, 2012 TO NOVEMBER 01, 2013****

COURT DIVERSIFICATION

The program was first implemented in September, 2000 and is now in its 13th Year. As the name implies, it is a joint initiative of the City of Kenora and the Province of Ontario, Ministry of Justice. The Adult / Youth Court Diversion project has met with tremendous success. The program is heralded as one of the most unrivaled partnering initiatives implemented between a Municipal and a Provincial Government. The Adult / Youth Court Diversion program provides a moderate solution to the growing minor offence problems in Kenora and has measurable quotients. The on-going success of this remarkable initiative demonstrates the strong partnerships that can be established through Community Twinning of a Court Diversion program. This model needs on-going committed resource support to move forward with other potential Community work strategies. The program can be truly classified as “an investment “to our Community Future. Resultant factors can be measured both, financially and Health Rehabilitation.

Average Monthly Intake Workers:	-24	
Total average monthly Community Service work hours completed	- 504	
Average Yearly Community Service Intake Workers -	-208	
Total Average Yearly Community Service Work Hours completed	-	7056
For the Year: November 2012 TO November 2013		

Previous Years Comparison
November 2011 to November 2012 - 304

Total Community Service Work Hours Completed	-	8816
--	---	------

Estimated Yearly Dollar Wage Value - \$ 72,324.00 (based on the Monthly Standard Hourly Wage)
\$ 10.25 per Hour

MARGINALIZED WORKERS: CASUAL / TEMPORARY MONTHLY PARTICIPATION IN THE STREET BRIGADE PROGRAM (2012 – 2013)

Male - 63	FEMALE – 11	Total Average Monthly Work Hours Completed	- 190	
		Total Average Monthly cost		\$ 1,947.50
		Total average Yearly Work Hours Completed	- 1,710	
		Total Average Yearly cost		\$ 17,527.50

TRANSIENTS:

Total yearly transients	– 26
Work Hours performed	- 10

TYPES OF WORK PROJECTS PERFORMED BY Court Diversion, Marginalized and Transient workers

- Street Litter & Beautification
- Graffiti Control
- Garbage Pick Up From Docks
- Dock Security
- Snow Removal and Sanding – Pavilion, Parking Lot Approaches.
- Johnson Lane Litter & Snow Clearance
- Water Street Landings – Snow & Litter
- Downtown Kiosk Poster removal
- Christmas Lighting on the Harbourfront
- Shopping Cart Returns
- Clean Out Street Litter Bins (On Harbourfront)
- Perform Minor Repairs on Harbourfront
- Events infrastructure (Community Feasts, Christmas Tree Lighting, Harbour fest, Bass International, Bi g`Booby Nights, “Swingin” Seniors etc.
- Distribution of event posters – downtown
- Green day Participation
- Annual Downtown/ Harbourfront Christmas Lighting program
- Assist Curling Club with Events Infrastructure
- Main Street Docks – Extraordinary clean ups
- Meters snow removal
- Corn Stalk Street Decorating
- White Cap tent Ice Rink maintenance
- White Cap Tent – Roof Snow removal
- Plaza promenade maintenance assistance

DRUG NEEDLES PICK UP AND DISPOSAL - Our average weekly Drug Needle pick Up in the Pavilion washrooms is - 17 (primarily from the Ladies Washroom in the Pavilion)

TARGETTED ACHIEVMENTS, WHILE IN THE EMPLOY OF KAR

- Environmental Impacts
- Reducing abuse to Public Harbourfront properties
- Control of disorderly conduct and intoxication
- Encouragement of Hygienic practices on the Harbourfront
- Working Partnership with Ontario Provincial Police and the Ministry of Justice
- Rendering emergency medical attention
- Sustaining Self Esteem and work confidence (Farmers Market & Events Infrastructure)
- Providing minimal casual information to visitors on the Harbourfront
- Progressive steps to Rehabilitation
- Job Training
- Referrals to other job opportunities in the Community

Buck Matiowski

Harbourfront Community Services Coordinator

November 21, 2013

City Council Committee Report

To: Mayor and Council

Fr: Marco Vogrig, Municipal Engineer

Re: 2014 Hourly Equipment & Truck Rental Tender

Recommendation:

That Council hereby receives the tenders for the Hourly Rental of Equipment and Trucks for 2014; and

That the Ranking Lists attached to the November 21, 2013 report prepared by the Municipal Engineer for Hourly Rental of Equipment and Trucks for 2014 be hereby accepted; and further

That Council adopts the Ranking Lists for purposes of hiring non-owned Equipment and Trucks for the period January 1 through to December 31, 2014.

Background:

The City of Kenora puts out annual tenders for the hiring of non-owned equipment and trucks on an as required basis throughout the year. The tender for Equipment and Truck Hourly Rental 2014, closed on November 21, with tenders received from seven companies. The contractors provided hourly rates for various pieces of equipment and types of trucks as specified in the tender document. The tenders are broken down into ranking lists showing the various items with the contractor's name, information and hourly rate included. The equipment and trucks are ranked by lowest rated first and then by year of equipment or truck. The ranking lists for both equipment and trucks are attached.

These ranking lists will be distributed to City departments for their use when hiring non-owned equipment and trucks throughout 2014.

This year there were no bidders for Vacuum Trucks, Hydraulic Cranes, Hydraulic Boom Trucks or Tandem Axle Belly Dump Tractor Trailers.

Budget:

2014 Operating Budget

Communication Plan/Notice By-law Requirements:

N/A

2014 Hourly Equipment Rental Tender

Ranking List

TYPE OF EQUIPMENT	RANK	YEAR	MACHINE DESCRIPTION	RATE/HR.
BACKHOE/LOADER COMBINATION:				
Wayne Canfield	1	2001	CASE SUPERM	\$80.00
Pioneer	2	2008	CAT 420E IT	\$85.00
Moncrief Construction	3	2005	JD 310SG	\$105.00
BACKHOE/CRAWLER: (.7 cb. m.)				
Lawrence Derouard	1	2006	CAT 320	\$110.00
Lawrence Derouard	2	2002	CAT 320	\$110.00
Buck's Backhoeing	3	2006	Hyundai R210	\$120.00
Moncrief Construction	4	2008	Komatsu PC300LC-8	\$200.00
Moncrief Construction	5	2008	JD350 DLC	\$200.00
Moncrief Construction	6	2007	Volvo EC460B	\$240.00
BACKHOE/CRAWLER: (.12 cb m)				
Moncrief Construction	1	2011	JD 120D	\$110.00
Moncrief Construction	2	2004	JD 120C	\$110.00
BACKHOE/CRAWLER: (.3 cb m)				
Wayne Canfield	1	2012	CASE 130B	\$90.00
Joe Neniska & Sons	2	1993	Hitachi 150	\$90.00
Moncrief Construction	3	2005	CAT 312CL	\$110.00
BACKHOE - RUBBER TIRE: (.5 cu m)				
Buck's Backhoeing	1	1987	JD 595	\$105.00
Buck's Backhoeing	2	2000	Hyundai 200W3	\$110.00
Moncrief Construction	3	2001	Volvo EW170	\$120.00
Buck's Backhoeing	4	1990	CAT 214B	\$155.00
FRONTEND LOADER 1.5 cubic m				
Buck's Backhoeing	1	1979	JD 544B	\$65.00
Lawrence Derouard	2	1994	John Deere 544E	\$75.00
Joe Neniska & Sons	3	1990	JD 544E	\$75.00
Pioneer	4	2008	CAT 950H	\$125.00
Moncrief Construction	5	2012	Komatsu WA250	\$135.00
Hugh Munro	6	2008	JD 544J	\$145.00
FRONTEND LOADER 2.0 cubic m				
Buck's Backhoeing	1	1979	John Deere 644B	\$75.00
Joe Neniska & Sons	2	1996	JD 624G	\$80.00
Lawrence Derouard	3	2002	John Deere 644H	\$85.00
Moncrief Construction	4	2006	JD 724J	\$150.00
Moncrief Construction	5	2010	Komatsu WA470	\$160.00
BULLDOZER (50 KW):				
Pioneer	1	1996	CATD3C	\$85.00
BULLDOZER (120 KW):				
Joe Neniska & Sons	1	1987	CAT D6	\$85.00
Lawrence Derouard	2	1987	CAT D6LGPH	\$95.00
BULLDOZER (210 KW):				
Moncrief Construction	1	1992	CAT D8N	\$195.00
GRADER (135 KW):				
Pioneer	1	1979	Gallion 503L	\$85.00
Joe Neniska & Sons	2	1989	Champion 730A	\$100.00
Moncrief Construction	3	1989	JD 772BH	\$120.00
Pioneer	4	2003	CAT 140H	\$125.00
Hugh Munro	5	2000	CAT 140H	\$178.50

Equipment Ranking List Page 2

TYPE OF EQUIPMENT	RANK	YEAR	MACHINE DESCRIPTION	RATE/HR.
GRADER (185 KW):				
Lawrence Derouard	1	1987	Champion 740A	\$110.00
Moncrief Construction	2	2002	Volvo G780	\$150.00
HYDRAULIC BREAKER:				
Moncrief Construction	1	2010	Vulcan VG30	\$275.00
HYDRAULIC CRANE				No Bids
HYDRAULIC BOOM TRUCK				No Bids
VACUUM TRUCK				No Bids
HYDRAULIC VAC TRUCK				
Moncrief Construction	1	1999	Peterbilt (Industrial Combination Unit w/ IVC 1400 - 2700 TM) (2 man)	\$260.00

2014 Hourly Truck Rental Tender

Ranking List

CONTRACTOR	RANK	YEAR	TYPE OF TRUCK	BOX SIZE	RATE/HR. W/DRIVER
TANDEM:					
Buck's Backhoeing	1	1986	Ford	12.5	\$65.00
Hugh Munro	2	2013	Freightliner	12	\$95.00
Moncrief Construction	3	1992	Kenworth	14	\$95.00
TANDEM - ROCK BOX:					
Moncrief Construction	1	2007	Intrn. 7600	14	\$105.00
Moncrief Construction	2	2007	Intrn. 5600	14	\$105.00
TRI-AXLE DUMP:					
L. Derouard	1	2002	Western Star	20	\$80.00
Wayne Canfield	2	2000	Western Star	20	\$80.00
Joe Neniska & Sons	3	2011	Peterbilt	14	\$85.00
Pioneer Construction	4	2012	Western Star	11.9	\$90.00
L. Derouard	5	2002	Peterbilt	20	\$80.00
Joe Neniska & Sons	6	2006	Peterbilt	14	\$85.00
Pioneer Construction	7	1998	International	11.8	\$90.00
L. Derouard	8	2000	Kenworth	20	\$80.00
L. Derouard	9	1999	Peterbilt	20	\$80.00
L. Derouard	10	1999	Peterbilt	20	\$80.00
TRACTOR TRAILER END DUMP:					
L. Derouard	1	2008	Peterbilt	26	\$105.00
Moncrief Construction	2	2006	Peterbilt	18	\$125.00
L. Derouard	3	2007	Peterbilt	26	\$105.00
L. Derouard	4	1999	Sterling	26	\$105.00
Moncrief Construction	5	2006	Kenworth	18	\$125.00
TRACTOR TRAILER BELLY DUMP:					
TANDEM AXLE					
					NO Bids
TRI-AXLE					
L. Derouard	1	2008	Peterbilt	28	\$105.00
Moncrief Construction	2	2006	Peterbilt	17	\$125.00
L. Derouard	3	2007	Peterbilt	28	\$105.00
L. Derouard	4	1999	Sterling	28	\$105.00
Moncrief Construction	5	2006	Kenworth	17	\$125.00



December 2, 2013

City Council Committee Report

TO: Mayor and Council

**FR: Richard Perchuk, Operations Manager
Mukesh Pokharel, Solid Waste Supervisor**

**RE: Amendment to the General Tariff of Fees and Charges By-Law –
Schedule “D” Operations Department 40 Yard Roll Off Bin**

Recommendation:

That Council authorize an amendment to Schedule “D” - Operations Department to the Tariff of Fees & Charges By-law to include the following addition to Section #25

	Office Hour	Out of Office Hour
40 Yard Bin Switch		
	\$115.00	\$250.00
Haul Contractor Bin to KAL		
	\$215.00	\$315.00

;and

That three readings be given to a new comprehensive Tariff of Fees and Charges By-law for this purpose; and further

That By-law #121-2013 be hereby repealed.

Background:

A local contractor has only one roll-off truck and when it breaks down they call the City as we have a roll-off truck, a specialized truck required to move the bins. The City has been performing two (2) types of service for the contractor. Fees have been established and charged out, but it was noticed that they were not included in the Comprehensive Tariff of Fees By-Law # 121-2013.

The two (2) services are as follows:

a) 40 yard bin switch

There are empty bins on site. One of the empty bins needs to be switched out with the full bin. The contractor takes the full bin to KAL when their truck is back in service.

b) Haul Contractor bin to Kenora Area Landfill (KAL)

If the contractor truck is going to be out of service for awhile the City will switch the bins and haul the full ash bin to KAL.

The Solid Waste Supervisor prepared the attached Report that shows a break down in manpower and equipment charges.

It is recommended that Schedule "D" - Operations Department be amended to add to #25 a charge for a 40 yard bin switch and haulage of a contractor bin to the KAL.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Resolution & By-law required.

Distribution: R. Perchuk, M. Pokharel

Solid waste rate for switching Contractor Bin and Hauling to Landfill

A) 40 yard bin Switch

Estimated total time taken for the operation = 1 Hrs

S.No	Particulars	Office Hour	Out of office hour
			4 hr call in
1	Operator Wages 30 per hour	30	120
2	Cashier Adminstration	10	10
3	Staff Benefit (@ 26%)	10.4	33.8
4	Operating cost of truck 30 per hour	30	30
5	Truck Amortization 14 per Hour	14	14
6	Sub Total	94.4	207.8
7	Profit (20%)	18.88	41.56
8	Total	113.28	249.36
	Proposed Rate	\$115.00	\$250.00

B) Haul Contractor Bin to Landfill

Estimated total time taken for the operation = 2 Hrs

S.No	Particulars	Office Hour	Out of office hour
			4 hr call in
1	Operator Wages 30 per hour	60	120
2	Cashier Administration	10	10
3	Staff Benefit (@ 26%)	18.2	33.8
4	Operating cost of truck 30 per hour	60	60
5	Truck Amortization 14 per Hour	28	28
6	Sub Total	176.2	251.8
7	Profit (20%)	35.24	50.36
8	Total	211.44	302.16
	Proposed Rate	\$215.00	\$315.00



November 29, 2013

City Council Committee Report

TO: Mayor and Council

**FR: Richard Perchuk, Operations Manager
Mukesh Pokharel, Solid Waste Supervisor**

RE: CIF Project #413 Compaction Trailer Grant

Recommendation:

That Council of the City of Kenora give three readings to a bylaw to execute an agreement with Waste Diversion Ontario (WDO) and Stewardship Ontario for funding under the Continuous Improvement Fund (CIF) in the amount of \$90,000.00 plus HST representing provincial contributions under the Blue Box Program Plan for the purchase of a Compaction Trailer for the Transfer Station; and further

That the Mayor and Clerk be authorized to execute all related documents.

Background:

Approved under the 2013 Capital Budget is an allocation in the amount of \$180,000.00 for the purchase of a new compaction trailer for the Solid Waste Department.

To assist with the expenditure the City applied for funding under the Continuous Improvement Fund (CIF), which funds improvements in recycling practices by Ontario municipalities.

Based on the Application, Waste Diversion Ontario (WDO) and Stewardship Ontario agreed to provide a grant from the CIF to the City in the aggregate amount of 50% of the blue box related project costs up to a maximum of \$91,584, inclusive of any applicable taxes.

It will now be in order for the City, WDO and Stewardship Ontario to enter into a formal agreement for release of funding. WDO has provided the attached final copy of the formal project agreement for execution by the City of Kenora.

Budget:

2013 Capital Allocation \$180,000.00

Communication Plan/Notice By-law Requirements:

Resolution & By-law required.

Distribution: R. Perchuk, M. Pokharel, WDO and Stewardship Ontario

CIF Project Number 413 – Compaction Trailer

DATE: November 24, 2013

TO: City of Kenora (the “Recipient”)

WHEREAS:

- A. Waste Diversion Ontario, a corporation incorporated by the *Waste Diversion Act, 2002* (Ontario) (“WDO”), maintains a fund known as the Continuous Improvement Fund, that funds improvements in recycling practices by Ontario municipalities, comprised of a portion of the fees paid to municipalities by stewards under the Blue Box Program Plan.
- B. The Continuous Improvement Fund (“CIF”) is a committee of Waste Diversion Ontario, and has been established through an agreement among the Associations of Municipalities of Ontario, the City of Toronto, Stewardship Ontario and WDO under the Blue Box Program Plan.
- C. Stewardship Ontario, a corporation continued under the *Waste Diversion Act, 2002* (Ontario), acts as custodian of the CIF monies is to provide funding to the Recipient.
- D. The Recipient made an application to the CIF for a grant to assist in the cost of their project entitled: Compaction Trailer (the “Project”). A copy of this application is attached hereto as Schedule “A” (the “Application”).
- E. The CIF has agreed to provide the grant to the Recipient to assist in financing the cost of the Project as set out below:

1. **Grant**

Based on the Application, WDO and Stewardship Ontario hereby agree to provide a grant from the CIF to the Recipient in the aggregate amount of 50% of the blue box related Project costs up to a maximum of \$91,584, inclusive of any applicable taxes, government levies or governmental imposts of any kind (the “Grant”), to be applied by the Recipient toward the cost of the Project.

The Project shall be carried out by the Recipient in consultation with the CIF Managing Director. The Recipient shall devote a sufficient amount of staff time and other resources to carry out the Project in accordance with the timelines, budget and other contingencies set out in the appendices hereto. The Recipient shall act in accordance with any policy established by the CIF related to the completion of project grants.

2. **Budget**

The Grant is based upon the budget for the development and implementation of the Project set out in Schedule “B” hereto.

3. **Disbursement of Grant**

The Grant will be disbursed by the CIF to the Recipient as the Project progresses, in accordance with the schedule set out in Schedule “C” hereto. The Recipient shall make a written request to the CIF for each disbursement of a portion of the Grant not less than thirty (30) days prior to the proposed disbursement date and will provide such documentation, to substantiate any such request, as the CIF may reasonably require. Disbursement requests are to be addressed to the CIF Managing Director at the address noted below. Satisfactory completion of the Project report and final disbursement shall be at the sole discretion of the CIF acting reasonably.

4. **No Transfer or Encumbrance of the Project**

The Recipient shall not sell, assign or transfer the Project to a third party nor mortgage, charge or otherwise encumber the Project without the prior written approval of the CIF or repayment of the Grant.

5. **Repayment of Grant**

In the event of any material breach by the Recipient of the terms of the Application or this Agreement which is not remedied within thirty (30) days following written notice by the CIF to the Recipient or any failure by the Recipient to carry out the Project in accordance with the timetable set out in the Application or in this Agreement (subject to any delay which may be acceptable to Waste Diversion Ontario acting reasonably), the Recipient shall repay all amounts received on account of the Grant and WDO and Stewardship Ontario shall be relieved of any obligation to disburse any remaining unutilised portions of the Grant.

6. **Notices**

All notices, requests, demands or other communications (collectively “Notices”) by the terms hereof required or permitted to be given by one party to any other party, or to any other person shall be given in writing by personal delivery or registered mail (postage prepaid), by facsimile transmission, or by email to such other party as follows:

Waste Diversion Ontario
4711 Yonge Street, Suite 1102
Toronto, ON M2N 6K8
Attention: Michael Scott, Chief Executive Officer
Tel: (416) 226-5113 Fax: (416) 226-1368 Email: michael.scott@wdo.ca

With a copy to:

Continuous Improvement Fund
92 Caplan Avenue, Suite 511
Barrie, ON L4N 0Z7
Attention: Mike Birett, Managing Director
Tel: (905) 936-5661 Email: mbirett@wdo.ca

To Stewardship Ontario at:

Stewardship Ontario
1 St. Clair Avenue West, 7th Floor
Toronto, On M4V 1K6
Attention: Lyle Clarke, Executive Vice President
Tel: (416)323-0101 ext. 154 Fax: (416) 323-3185 Email: lclarke@stewardshipontario.ca

To the Recipient at:

City of Kenora
60 Fourteenth St. N.
Kenora, ON P9N 4M9
Attention: Mukesh Pokharel, Solid Waste Supervisor
Tel: 807-467-2990 Fax: 807-467-2992 Email: mpokharel@kenora.ca

Or at such other address as may be given by any such person to the other Parties hereto in writing from time to time.

7. **General**

- (a) The Parties recognize the importance of making information about the Project available for public use. The Recipient shall cooperate fully in providing information which is not of a commercially confidential nature on the Project, as requested by the CIF Managing Director, for publication by the CIF on websites, at conferences and in newsletters.
- (b) The Recipient shall, at their own cost, present the results and learnings from their project at a public event organized by the CIF within 12 months of submission of their project report if so requested by the CIF Managing Director. The CIF may elect to provide financial assistance to remote municipalities.
- (c) The Recipient shall recognize and state in an appropriate manner, as approved by the CIF Managing Director, the support offered by CIF, WDO and Stewardship Ontario under this Grant. Unless the Recipient has received written notice to the contrary from the CIF Managing Director, the following shall be incorporated into the reports and other documents produced by the Recipient and any sub-contractor in connection with the Project:

This Project has been delivered with the assistance of the Continuous Improvement Fund, a fund financed by Ontario municipalities and stewards of blue box waste in Ontario. Notwithstanding this support, the views expressed are the views of the author(s), and CIF, Waste Diversion Ontario and Stewardship Ontario accept no responsibility for these views.

- (d) It is understood and agreed that neither WDO nor Stewardship Ontario has any ownership interest in the Project and neither WDO nor Stewardship Ontario has any responsibility for or liability with respect to the operations of the Project.
- (e) There is no relationship of partnership, agency, joint venture or independent contractor between or among WDO, Stewardship Ontario and/or the Recipient and none of them has any right to bind any of the others to any contractual obligation.

DATED this ____ day of _____, 2013

STEWARDSHIP ONTARIO

By: _____
Name: Lyle Clarke
Title: Executive Vice President

*** **

DATED this ____ day of _____, 2013

WASTE DIVERSION ONTARIO

By: _____
Name: Michael Scott
Title: Chief Executive Officer

ACKNOWLEDGEMENT AND AGREEMENT

The undersigned hereby acknowledges and accepts the Grant on the terms set out above. The undersigned further agrees to indemnify and hold WDO and Stewardship Ontario harmless in respect of any losses, costs, claims, damages or expenses incurred by either of them in respect of the funding or operation of the Project.

DATED this ____ day of _____, 2013

City of Kenora

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

SCHEDULE "A" APPLICATION FOR GRANT

Request for Expressions of Interest for CIF Funding for Priority Projects – FORM 1(Mandatory)

FORM 1: Applicant General Information

Municipality or Program Name: City of Kenora

Project Contact (name and title): Mukesh Pokharel Solid Waste Supervisor

Mailing Address: 60 Fourteenth Street North
Kenora Ontario
P9N-4M9

Email Address: mpokharel@kenora.ca

Phone Number: 807-467-2990

Fax Number: 807-467-2992

URL (if applicable): www.kenora.ca

Check which project(s) you are applying for:

<input checked="" type="checkbox"/>	FORM 2	Projects Related to MIPC Study
<input type="checkbox"/>	FORM 3	Projects Achieving Cost Savings
<input type="checkbox"/>	FORM 4	Blue Box Harmonization Projects
<input type="checkbox"/>	FORM 5	Projects Increasing Curbside Collection Capacity
<input type="checkbox"/>	FORM 6	Promotion and Education Projects
<input type="checkbox"/>	FORM 7	Ideas and Requests for the Centre of Excellence Initiatives

Work through the Form(s) to fill in as many details as you can. **Contact a CIF staff member, as needed to complete remaining portions.** Be sure to review the Form(s) and that you have filled in every field not marked as "Optional" and that all information is complete and correct. Please check which (if any) supporting documentation is attached to this submission that will help describe or support your project.

Please note that projects are expected to be completed within the timelines stated in your application form(s). CIF reserves the right to terminate projects and cease funding for projects not completed on time.

*Continuous Improvement Fund
Closing Date: April 30, 2013 at 4:00 p.m.*

Page 1 of 2

Supporting documentation attached:

- | | |
|--|---|
| <input type="checkbox"/> Collection records | <input type="checkbox"/> Staff reports (to Council, etc.) |
| <input checked="" type="checkbox"/> Processing records | <input checked="" type="checkbox"/> Council resolutions |
| <input checked="" type="checkbox"/> Contracts or agreements | <input type="checkbox"/> Other – please specify |
| <input type="checkbox"/> Waste Management planning documents | _____ |
| | Other – please specify |
| | _____ |

Dated at April, 8, 2013
(Month) (Day) (Year)

I/We have the authority to bind the Corporation

Mukesh Pokharel

(Project Contact)

Richard Perchuk

(Signature of Authorized Signing Officer)

operation manager

(Position of Authorized Signing Officer)

FORM 2: Projects Related to MIPC Study

In 2012, Waste Diversion Ontario's Municipal Industry Program Committee (MIPC) commissioned a study of the optimization of the Blue Box Materials Processing System in Ontario. The study involved the development of a model to create regional options that could optimize blue box materials transfer and processing in Ontario. The purpose of this form is to provide funding towards implementing the recommendations provided in the report. A link to the study is provided at the end of Form 2.

Work through the Form to fill in as many details as you can. **Contact a CIF staff member, if/as needed to complete remaining portions.**

Section 1 – Form 2 Details

1. Within the context of the MIPC Study, what does this project focus on?

- Infrastructure Rationalization (following recommendations as outlined in MIPC study)
- Local study analyses (following recommendations as outlined in MIPC study but applying local data to study options and estimating local costs)
- Alternative scenarios (proposing similar approach to optimization but using different municipal groupings than what was proposed in MIPC study)

2. Project Description: What are the key features of the project? How does this project achieve the recommendations of the study? (Tip: Add your initial thoughts, then complete the remainder of the Form, and come back to finish this response.)

Add a third compaction trailer to the City of Kenora Fleet.
MIPC supports the continued haulage of recycle materials from Dryden and Kenora to the MIRF's in Manitoba
Sometimes City of Kenora has to send Truck alone to pickup and drop off trailer at Dryden which results in the extra trip for City of Kenora which takes more than 4 hours.
Our current two trailer operation leaves no time for breakdowns and or scheduled maintenance
Increase the storage and haulage capacity of recycle materials to MIRF.
In both Kenora and Dryden Recycle programs, the compaction trailers are a storage device while not being towed to deliver the materials to Manitoba MIRF.
When we deliver an empty trailer to Dryden, this leaves Kenora with no trailer until the following day as the city trailer is dropped in Dryden.
When we deliver our trailer to Winnipeg we often send an empty truck to pick up Drydens full unit and place it in Kenora for the following days trip, and return it to Dryden the next day, travelling back to Kenora with no trailer
The round trip, Kenora, Dryden, Winnipeg, Kenora takes 11.5 hours. 1.5 hours overtime (OT) every trip.
The third trailer will allow us to drop and empty with the full units removal to Manitoba, eliminating the majority of City OT costs.
When Drydens trailer is full they have no capacity to accept any more recycle materials, forcing us to respond how every we need to, often by Deadheading to pick up the full trailer.

Section 2 – Blue Box Program Costs & Cost-Effectiveness

When this project is fully implemented (i.e. completely operational), how will it affect your blue box program costs and costs per tonne?

1. How will this project save your municipality money on an annual or amortized basis? Please attach a copy of the draft budget showing both capital and operating impacts over the planning period.

CIF project #187 saw funding for a loading bay and a compaction trailer for Recycle materials

CIF project #288 saw funding for a compaction trailer for Dryden and a Tractor to tow both towns recycle trailers under a joint haulage agreement

Current operational cost for the trailers are about \$700.00 per year each, with our recycle volumes these cost will far outweighs the empty truck operating costs.

In 2012 the City of Kenora hauled 81 loads out of Dryden 40 of these had associated deadhead costs attached.

2. How will you monitor and measure project effects on your program's cost-effectiveness?

Eliminate truck trips back and forth to Dryden with no trailer in tow, very inefficient
Provide for scheduled maintenance on all three trailers thus eliminating unscheduled down time

Additional comments:

There is no room for scheduled maintenance let alone the unforeseen breakdowns. This causes major back log on both the Kenora and Dryden recycle systems.
Once a back log of materials are in place, there are usually Overtime costs to correct the issue to get back on track, this relates directly to the final cost per tonne.

Section 3 – Blue Box Diversion

What effect will this project have on your program's overall blue box diversion (i.e., tonnes of blue box materials sent to market)?

1. Describe any potential implications that this project will have on overall blue box diversion for your program and neighbouring programs (if applicable).

The project may not have direct implications for increased diversion but we can foresee other materials added to the program.

In 2012 we ran a pilot boat shrink wrap program, we shipped 22.1 tonnes to Winnipeg, although we saw no market price for the material, but it was diverted from the landfill.

Currently we bill Dryden "Wait time" while they load cardboard, this up charge could be eliminated with a third empty trailer

Section 4 – Program Improvements and Regionalization Benefits

What effects will this project have on your program or on other communities? Use this section to describe whether you plan to work with other communities to develop and deliver the project, how the costs/savings might compare with other similar undertakings.

1. Will the proposed project (please select all that apply):

- Help your program adapt to changes in the material mix (i.e. manage seasonal variations, prepare for future materials)?
- Process new materials?
- Be transferable to other communities?
- None of the above

2. What other effects will this project have?

Quicker response time for Drydens requests for recycle material delivery to Manitoba MRFS.

3. Will you work with other municipalities/partners to develop and deliver this project?

- Yes No

If no, please explain why not:

If yes, what municipalities will you work with and how will they benefit?

We haul Drydens recycle as requested, currently they have a difficult time planning for trailer full levels. When they request haulage we may not have a trailer available, the third trailer will eliminate this. Scheduled Cardboard loads are difficult to plan as it takes a trailer out of service for other higher volume products.

4. How do you plan to share costs or savings with partner municipalities?

We would not have to raise the haulage costs to the City of Dryden, the third trailer costs would be absorbed into the Kenora Solid Waste budget.

5. If applicable, what stage are you at in planning your work with other municipalities? Please select your choice below to respond.

- | | |
|--|--|
| <input type="checkbox"/> preliminary discussions | <input type="checkbox"/> awaiting council approval |
| <input type="checkbox"/> draft agreement | <input type="checkbox"/> agreement in place |
| <input type="checkbox"/> other: <u>preliminary discussion,</u> | |

Additional comments:

CIF #187 and # 288, provided funding to get the regional system up and running, with a substantial savings to both towns, we did miscalculate the number of trailers we required to support 186 trips to the MIRF in 2012. In 2010 we estimated 130 trips per year.

Section 5 – Project Costs and Payback Period

How much will it cost to implement the project and how long is its expected payback period?

1. What is the total cost of completing the proposed project? 180,000.00
2. What is the total funding request to CIF? \$90,000.00
3. What is the project payback period for CIF support (in years)? 4 years

Additional comments:

Section 6 – Project Management and Implementation

In this section, provide as much information as you can about project management, timing and monitoring.

1. Please identify staff and consultants who will be responsible for this project.

Project Manager

Name: _____

Title: _____

Affiliation: _____

Role in project: _____

Related experience: _____

2. Additional project team members - Please identify key staff/consultants, their roles and related experience (optional).

3. Project Timing: - Upon project approval, how soon can this project be ready to start? Please select your choice below:

- Budget approved by council & project underway
 Budget approved by council; project not yet started
 Awaiting budget and/or council approval
 Other, please describe:

4. How many months will it take to complete the proposed project from start to finish?

3-4 months delivery of a new trailer

Additional comments:

Municipality of Red Lake and Sioux Lookout is also looking to purchase a compaction trailer for the recycle programme. They want to develop a drop and haul program with Kenora which would require another trailer in the system to accommodate their needs. Only preliminary talks taken place.

RESOURCES

- MIPC Provincial Optimization Study - <http://www.wdo.ca/cif/projects/blue-box-opt-study/index.htm>

SCHEDULE "B"
BUDGET

CIF Project Number 413, Purchase of new Compaction Trailer

1. Total Cost to purchase a new Compaction trailer	=	181,584
2. Budget (Grant) available from CIF Fund	=	91,584
3. Budget Available from the City	=	90,000

**SCHEDULE “C”
DISBURSEMENT OF GRANT**

The Grant will be disbursed as follows upon compliance with the contingencies outlined in your funding award, i.e.:

- Kenora and Dryden negotiating a 5 year extension to the current transfer agreement. This agreement must specifically address liability issues and other concerns relating to hauling of Dryden’s trailers on Kenora’s truck.

Milestones	Tasks / Description	Anticipated Completion Date	Grant Contribution <small>(includes 1.76% non-recoverable taxes)</small>
1 – Monitoring & Measurement Plan	Submission of a Monitoring & Measurement Plan. Please refer to CIF guidance document (attached)	April 30, 2014	
2 – Transfer Agreement	Copy of transfer agreement between Kenora and Dryden which would include 5 year extension of current agreement and clauses addressing any liability concerns.	April 30, 2014	
3 - Purchase and Delivery	Proof of delivery of Compactor Trailer - Documentation confirming that capital expenditures have been incurred in connection with the purchase of this equipment.	July 31, 2014	50% of project cost up to \$68,688
3 - Final Report <small>(25% of approved funding)</small>	Submission of final report summarizing Project, including performance, impact and learnings.	December 31, 2014	\$22,896
TOTAL GRANT			\$91,584



December 2, 2013

City Council Committee Report

TO: Mayor and Council

**FR: Richard Perchuk, Operations Manager
Mike Mostow, Fleet Supervisor**

RE: LAS Fuel Procurement Program

Recommendation:

That the Council of the City of Kenora hereby approves Kenora's participation in the LAS Fuel Procurement Program, supported by the Association of Municipalities of Ontario (AMO), for reduced fuel costs; and

That the Council of the City of Kenora give three readings to a bylaw to execute an agreement with the LAS Fuel Procurement Program for the purchase and management of municipal fuel and lubricant purchases; and further

That the Mayor and Clerk be authorized to execute all related documents.

Background:

The LAS Procurement Program was created in 1992 by the Association of Municipalities (AMO) as a wholly owned subsidiary company to help Ontario municipalities realize lower costs, higher revenues and enhanced staff capacity, through co-operative procurement efforts and innovative training, programs and services. The City has agreements with LAS for bulk purchasing of electricity and natural gas.

LAS has partnered with Prairie Fuel Advisors (PFA) to offer a new fuel procurement program for Ontario municipalities. PFA is a wholly-owned subsidiary of the Alberta Association of Municipal Districts and Counties (AAMDC). PFA and its partners serve over 335 members through provincial municipal associations in British Columbia, Saskatchewan, Manitoba and Ontario.

LAS and PFA developed an RFP document for "preferred suppliers" and selected Imperial Oil (Esso) as the preferred program vendor due to their cross-province bulk fuel coverage, a regionalized 'rack based' pricing model, and an ability to provide a retail fuel discount for all LAS program members.

The Program offers municipalities' access to:

1. Cheaper Fuel
 - Reduced fuel costs by grouping together member purchase volumes under a preferred vendor arrangement with Imperial Oil (Esso).
2. Reduced Administrative Hassle
 - Weekly pricing notifications from Esso
 - 2 day advance notice of bulk fuel price changes
 - Review of all supplier invoices to verify fuel cost and volumes
 - Single itemized invoice for each billing period.
 - Invoice tracking and purchase history, via PFA member website
 - Fleet cards with consolidated monthly invoices.
3. Flexibility
 - There is no volume commitment with the program.
 - Ontario municipalities join free of charge
 - Can leave the program at any time
 - One agreement (payment agreement with LAS for any fuel purchased through the program).
4. Customer Service
 - LAS and PFA to provide superior customer service

Why the Program Works:

- Pricing model limits, to some degree, pricing volatility by locking in prices for a week at a time.
- Price is announced every Wednesday afternoon and takes effect on Friday AM; so from Wednesday afternoon until Thursday orders can be submitted for fill-up at current rates or wait until the new Friday rates.
- The program offers Esso fleet cards with a 2.3 cent/litre net discount for all retail purchases at Esso locations.

It is suggested that Council approve of the City joining the LAS Fuel Procurement Program for the purchase and management of their fuel and lubricant purchases.

If approved it will be necessary for the City to enter into a "LAS Fuel Program Participation and Payment Agreement", see attached.

Budget:

This will be reflected in the 2014 Operating Budget

Communication Plan/Notice By-law Requirements:

Resolution & By-law required.

Distribution: R. Perchuk, M. Mostow, C. Edie



LAS FUEL PROGRAM PARTICIPATION AND PAYMENT AGREEMENT

THIS AGREEMENT made the ____ day of _____, 2013.

BETWEEN:

LOCAL AUTHORITY SERVICES LIMITED
("LAS")

-and-

CORPORATION OF THE CITY OF KENORA
("Member")

LAS and Member agree to the following:

- A. The program member agrees the payment processes defined by LAS, its third party program administrator, and its suppliers, as outlined in this agreement.
- B. Payments will be made on or before the invoice due date identified on each individual invoice. Payments will be made for all fuel, lubricant, commissions, delivery charges, or late payment services fees as presented on each invoice. Typical payment due dates will be:
 - I. 27 days for bulk fuel delivery with invoices being issued every two weeks
 - II. 27 days for fleet card retail purchases with invoices being issued monthly
- C. LAS reserves the right to charge a monthly interest rate of 1.5%, to a maximum of 19.6% annually for any overdue accounts, consistent with the late penalties imposed upon LAS by the Supplier(s).
- D. All invoices will include an administration fee as outlined below, for fuel and/or lubricant supplied to each Member through the LAS Program:
 - I. 1.2 cents per litre of fuel (diesel fuel, gasoline, or any other fuel)
 - II. 5 cents per litre of lubricant
- E. LAS and its third party program partner agree to provide the Member with the following services:
 - I. provide advice and forecasting with respect to trends in fuel and lubricant prices, including weekly pricing updates for pre-qualified suppliers



- II. provide every Member with access to the password protected portion of program administrator's website: www.prairiefueladvisors.ca
 - III. receive monthly information from the Supplier(s) regarding the Members' consumption of fuel and lubricants, review and confirm the accuracy of the supplier information,
 - IV. prepare and distribute invoices for the Members based on this information;
 - V. assist in the resolution of supplier billing/invoicing issues on behalf of the Member;
 - VI. Complete annual savings analyses for the Member;
- F. The member agrees to purchase, provide and keep in full force and effect at its sole risk and expense, comprehensive general liability insurance of not less than Five Million Dollars (\$5,000,000) on an occurrence and any other form of insurance as LAS, its Officers and Directors, acting reasonably, requires from time to time, in the form, amounts, and for insurance risks against which a prudent person would insure. The member's insurance policy shall name LAS as additional insured.
- G. The program member agrees to give LAS notice of any substantial changes to its fuel needs, storage arrangements, or continuation within LAS Fuel Program. Notice is generally defined as 14 days; notices shall be in writing by email and addressed to LAS to the attention of the LAS Program Coordinator – jhagan@amo.on.ca.

For LAS:

Nancy Plumridge
President

Signature

For Member:

Name:
Title:

Signature

Name:
Title:

Signature



November 29, 2013

City Council Committee Report

TO: Mayor and Council

**FR: Richard Perchuk, Operations Manager
Mike Mostow, Fleet Supervisor**

**RE: Multi-Year Governance Agreement for Joint Transit Procurement
between The City of Kenora and Metrolinx – 2013 to 2018**

Recommendation:

That Council hereby authorizes the Mayor and Clerk to enter into a five (5) year Multi-Year Governance Agreement for Joint Transit Procurement between the Corporation of the City of Kenora and Metrolinx, effective December 1, 2013 for a five (5) year term, ending December 1, 2018; and further

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

Background:

The City entered into an agreement with Metrolinx, under the Transit Procurement Initiative (TPI) program, for the purchase of a conventional and specialized transit bus in 2010. Metrolinx, an agency of the Government of Ontario, provides support to local municipal transit operators with procurement of vehicles, equipment, technologies, facilities and related supplies. The program provides full support through the procurement process along with offering project management and is regularly used by a majority if not all transit authorities in Ontario and is offered at no cost.

It is now necessary for the City of Kenora to renew its membership by entering into a five (5) year term starting December 1, 2013 and ending December 1, 2018.

It is recommended that Council receive and approve the execution of the Multi-Year Governance Agreement provided by Metrolinx. As the document is large it will be available for viewing at the office of the Clerk.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Resolution & By-law required.

Distribution: R. Perchuk, M. Mostow



December 2, 2013

City Council Committee Report

TO: Mayor and Council

**FR: Richard Perchuk, Operations Manager
Krishanth Koralalage, Roads Supervisor**

RE: Renaming of Eleventh Street North to Artillery Way

Recommendation:

That in recognition of the continued positive impact that 116 Independent Field Battery has in the community, the Council of the City of Kenora hereby renames a portion of road locally known as Eleventh Avenue North, described as PT BLK H PLAN 158 DES PART 1 23R-8059 PCL 39 184, to 'Artillery Way'; and

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to adopt a by-law at its December 17 Council Meeting, renaming the above described portion of road to 'Artillery Way'.

Background:

The City received a request from the 116 Independent Field Battery, Royal Canadian Artillery to rename the portion of roadway known as Eleventh Avenue North to 'Artillery Way'. As a symbolic gesture to recognize the continued positive impact that 116 Independent Field Battery, Royal Canadian Artillery has in the community, they are requesting that consideration be given to the renaming of the 800 block of Eleventh Avenue North to 'Artillery Way' and the renumbering of the Kenora Armoury to '116 Artillery Way'. Enacting this change in the year 2014 would commemorate the centennial of the beginning of World War I and the mobilization of many young men from the Kenora region who fought and died in conflict.

The section of Eleventh Avenue North fronting the Kenora Armoury is between Ninth Street North and Eighth Street North, see the attached drawing. There would be one (1) residential address affected by this change, but no comment against the proposed has been received to-date.

Budget: N/A

Communication Plan/Notice By-law Requirements:

Notice: by Agenda of the Operations Committee and Council, affected neighbour, Canada Post, Chief Building Official

Resolution & By-law required.

Distribution: R. Perchuk, K. Koralalage, K. Robertson, T. Rickaby



*The Senate
116 Independent Field Battery, Royal Canadian Artillery
General Delivery
Kenora, Ontario P9N 3W9*

26 October 2013

Chief Administrative Officer
City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear *Ms. Brown*

The purpose of this letter is to request your advice and guidance regarding the possibility of renaming a portion of 11th Avenue North.

The City of Kenora and the Militia have a long-standing relationship dating back to 1885. The modern-day manifestation of the Militia's presence in Kenora - 116 Independent Field Battery, Royal Canadian Artillery - was honoured with the distinction "Freedom of the Town" on June 1st, 1985 to mark the centennial of this relationship. As a symbolic gesture to recognize the continued positive impact that 116 Independent Field Battery has in the community, we respectfully request that the City of Kenora consider renaming the 800 block of 11th Avenue North to "Artillery Way" and redesignate the address of the Kenora Armoury as "116 Artillery Way". Enacting this redesignation in the year 2014 would serve as a befitting commemoration of the centennial of the beginning of World War I and the mobilization of so many young men from the Kenora region who fought and died in that conflict.

In 1995, 116 Independent Field Battery relocated to a new armoury at 800 - 11th Avenue North. The portion of 11th Avenue North that runs in front of the armoury is a non-contiguous segment only one block in length. To the immediate south is Brinkman Road. To the immediate north is a dead end; the 900 block of 11th Avenue North continues northward a few houses to the east of the intersection between the 800 block of 11th Avenue North and 9th Street North. To our knowledge, there are only two street addresses on the 800 block of 11th Ave N that would be affected by this proposed change to the streetname - the armoury itself (800) and a single-family dwelling across the street from the armoury (805).

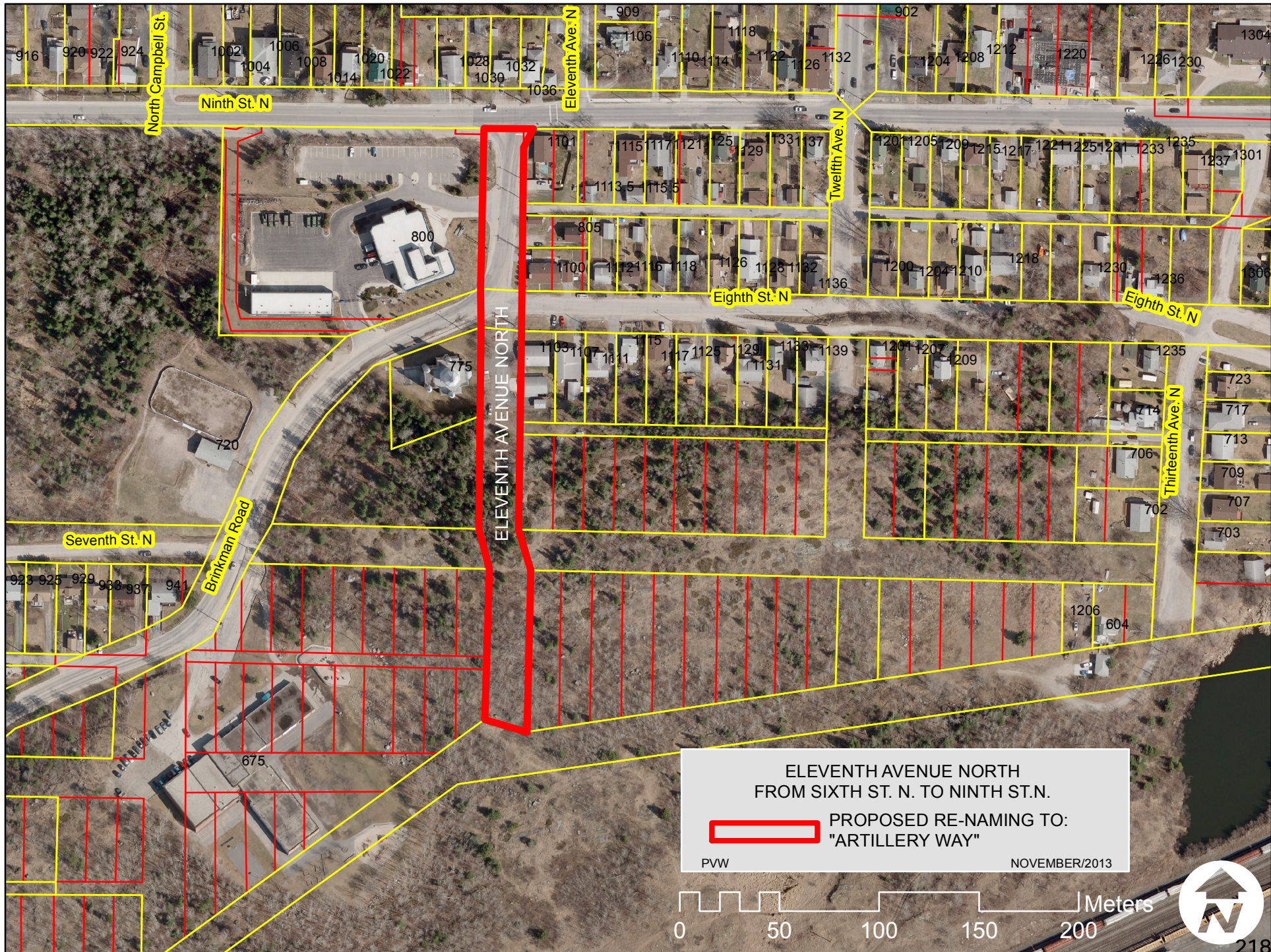
*The Senate
116 Independant Field Battery, Royal Canadian Artillery
General Delivery
Kenora, Ontario P9N 3W9*

If changing the street name is feasible, please advise on the applicable policies and procedures to which we must adhere in order to effect such a change. No one from 116 Independent Field Battery has yet approached the family residing at 805 - 11th Avenue North to discuss this proposal.

Regards,



Robert Poirier
Colonel (Retired)
President
116 Independent Field Battery Senate



ELEVENTH AVENUE NORTH
 FROM SIXTH ST. N. TO NINTH ST.N.
 PROPOSED RE-NAMING TO:
 "ARTILLERY WAY"
 PVW NOVEMBER/2013





November 26, 2013

City Council Committee Report

To: Mayor & Council

**Fr: Richard Perchuk, Operations Manager
Kevin Robertson, CBO
Krishanth Koralalage, Roads Supervisor**

**Re: Snow and Ice Deposit on City Owned or Maintained Sidewalks and
Roadways By-Law**

Recommendation:

That Council of the City of Kenora hereby adopts the following By-law "Being a By-Law to Regulate the Depositing of Snow and Ice from Privately Owned Property onto City Owned or City Maintained Sidewalks and Road Allowances", as attached hereto; and further

That Council give three readings to a by-law for this purpose.

Background:

In November of 2008 the City adopted Winter Maintenance Policy No. OP-4-1 which provides guidelines for winter operations, see attached. The Policy was also put in place to address snow deposited onto municipal roadways, road allowances and sidewalks.

Since the adoption of this Policy there has been an increase in snow being deposited onto municipally owned lands. In order to effectively address this practice a by-law is required for enforcement purposes. Approximately eight (8) Ontario municipal by-laws were researched.

Comment was received from respective departments within Operations, Fire & Emergency Services and Property & Planning. The key practices that need enforcement are the depositing of snow or ice from privately-owned lands onto municipally owned lands, the removal of snow or ice in a manner that could damage municipally owned lands and the stock piling of snow that obstructs traffic, the view of traffic or the movement of snow clearing equipment.

Enforcement would be by the issuance of an Order. Failing compliance of the Order City operations would carry out the Order at the expense of the owner collected in the same manner as municipal taxes.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Resolution & By-law required.

Distribution: R. Perchuk, K. Koralalage, C. Caron, K. Robertson, O.P.P.

The Corporation of the City of Kenora

By-Law Number - 2013

A By-Law to Regulate the Depositing of Snow and Ice from Privately Owned Property onto City Owned or City Maintained Sidewalks and Road Allowances

Whereas Subsection 10 of the Municipal Act, 2001 S.O 2006, c .32, Sched. A, s. 8. as amended provides that a single-tier municipality may pass by-laws respecting the health, safety and well being of the inhabitants of the municipality; and

Whereas Subsections 445.1 and 446 of the Municipal Act, 2001, as amended, provides that if a municipality has the authority under this or any other Act or under a by-law under this or any other Act direct or require a person to do a matter or thing, the municipality may also provide that , in default of it being done by the person directed or required to do it, the matter or thing shall be done at the person's expense, and may recover the costs by adding them to the tax roll and collecting them in the same manner as taxes;

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

1.0 Short Title Definitions:

The short title for this by-law is the "The Snow Removal By-Law."

2.0 Definitions:

2.1 The following terms are defined for the purpose of this by-law:

"By-law Enforcement Officer" means an individual appointed by the Council of the City pursuant to s. 15 of the Police Services Act, RSO, 1990, c. P. 15, as amended;

"City" means The Corporation of the City of Kenora;

"Council" means the municipal council of the City;

"highway" includes a common and public highway, street, avenue, lane, bridge, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof, which is under the jurisdiction of the City;

"ice" means the solid form of water, produced by freezing;

"owner" means a registered owner, occupant or tenant of a property, or a person who, for the time being or permanently, is managing or receiving the rent from a property, whether on his or her own account or

on account of an agent or trustee of any other person, or any one of the aforesaid;

“person” means any individual, owner or operator of vehicle, corporation, partnership, company, association or party and the heirs, executors, administrators or other legal representative of such person to whom the context can apply according to the laws; shall include any group of persons comprising a society or other organization and shall include the plural wherein the context requires;

“Police Officer” means an officer of Ontario Provincial Police;

“sidewalk” means that part of the highway meant for pedestrian use, typically indicated by some sort of concrete or paved walkway;

“snow” includes precipitation in the form of ice crystals and often agglomerated into snowflakes, formed directly from the freezing of the water vapour in the air.

3.0 General Prohibitions:

3.1 No person shall move, or cause to be moved, snow or ice from privately-owned lands onto municipally owned lands; a boulevard, sidewalk or roadway.

3.2 No person shall remove, or cause to be removed, any snow or ice in a manner that would damage a sidewalk, curb or highway.

3.3 No person shall pile, redistribute or otherwise cause the accumulation of snow to obstruct traffic, the view of traffic, or obstruct in any way the movement of snow clearing equipment under the jurisdiction of the Operations Department.

4.0 Exemption:

4.1 Any municipal and/or municipally contracted snow clearing and snow removal operations are exempt from this by-law.

4.2 Upon written request; the Manager of Operations or designate may exempt or exempt with conditions any person/s from the requirements of this by-law.

5.0 Enforcement:

5.1 Enforcement of this By-law may commence upon receipt of a signed written complaint or upon receipt of a issue tracking complaint, from any resident who considers him/herself to be aggrieved by any condition not in compliance with this by-law.

- 5.2** Enforcement of this By-law may commence upon a request from the Ontario Provincial Police or from the City of Kenora Roads Supervisor or designate.
- 5.3** A By-law Enforcement Officer or Roads Supervisor or designate are responsible for the enforcement and provisions of the By-law and are authorized to enter on any land at any reasonable time for the purposes of carrying out an inspection to determine whether or not this by-law is being complied with.
- 5.4** Where an owner fails to comply with any provision of this by-law, an Order may be issued to the owner requiring compliance. The Order will give reasonable particulars of the reasons why and will indicate the time for compliance.
- 5.5** Where an Order has been issued and compliance has not been achieved within the required time period as set out in the Order the City may through its employees or agents or persons acting on its behalf carry out the Order at the Owners expense, and all expenses incurred may be added to the tax roll and collected from the Owner of the property in the same manner as municipal taxes.

6.0 Effective Date:

- 6.1** This by-law shall come into force and take effect upon third and final reading thereof.

By-Law Read a First and Second Time this 17th day of December, 2013.

By-Law Read a Third and Final Time this 17th day of December, 2013.

The Corporation of the City of Kenora:-

_____ **Mayor**
David S. Canfield

_____ **City Clerk**
Joanne L. McMillin

Winter Maintenance Policy



Section	Date	By-law Number	Page	Of
Operations	September 13, 2010	173-2010	1	9
Subsection	Repeals By-law Number		Policy Number	
Winter Maintenance	169-2008		OP-4-1	

Policy Statement

This policy is intended to be a guide as to how the Roads Department conducts its winter maintenance program. At least one of the following which may delay all or some of the services provided may affect all or parts of this policy:

- Equipment breakdown or manpower shortage
- Vehicle disabled in the snow
- Weather so severe as to cause crews to be called in from the streets
- Equipment rendered inadequate by the depth of snow and drifts
- Crew breaks, breaks required for refueling, refilling of abrasive materials, changing of blades
- Unforeseen conditions and emergencies

Purpose

The purpose of this Winter Maintenance Policy and Procedure is to establish the process and level of service for the winter season.

General Objectives

The following are the objectives of the City of Kenora Winter Maintenance Program:

- (a) To reduce the hazards of icy road conditions to motorists as well as maintain safe possible routes for buses, emergency vehicles as well as for commercial and passenger vehicles;
- (b) To maintain safe visibility for the operation of motor vehicles at driveways and intersections as well as to allow access to sidewalks from those exiting from parked vehicles and to provide space for ploughing snow.

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Procedures:

1. Implementation:

- 1.1 In order to meet these objectives, the following standards shall be adhered to (as closely as possible) by the Roads Department. It must be noted that because no two winter storms are alike, it may not always be feasible to achieve the standards below due to insufficient equipment, manpower or severity of a storm, however, these standards should act as a guide to be followed wherever possible.
- 1.2 The following policies and procedures outlined herein will be in effect when the weather conditions could cause accumulations of frost, sleet, ice or snow on Municipal roadways and lots and will be in effect during the normal winter season.
- 1.3 The normal winter season for the City of Kenora is to be considered from November 15 to April 15 of the following year.

2. Monitoring and Notification of Snow/ Ice Events

- 2.1 During normal hours, 8:00 a.m. to 4:30 p.m., Monday to Friday, the observations of City employees and / or police may alert the first response for snow ploughing. During after hours, police officers may direct the police dispatchers to contact the Roads Supervisor regarding street conditions. The Roads Supervisor will make the necessary arrangements to begin the sanding and snow ploughing operations.
- 2.2 The Roads Supervisor will monitor weather conditions when inclement weather is approaching.

3. Winter Parking Bans

- 3.1 A Permanent Ban remains in effect on downtown streets between 2:00 a.m. and 6:00 a.m. The permanent ban means that there is no parking on any signed street between the hours of 2:00 a.m. and 6:00 a.m. for maintenance purposes.
- 3.2 Also, no motorized vehicles shall park or be positioned in a manner so as to interfere with snow ploughing/ removal by the Roads Department. Any vehicle parked in violation of this section can be ticketed and towed at the expense of the owner.

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- 3.3 Temporary Snow Removal signage is placed out the night before in area to be cleared. Any person failing to remove their vehicle from the street can be towed at the owner's expense.
- 3.4 Our goal is to restore safe road conditions quickly and this can be done more efficiently when roads are free of traffic and illegally parked vehicles.

4. Abandoned Vehicles

All abandoned vehicles left more than 48 hours along the roadway can be towed at the owner's expense.

5. Illegally Ploughed Snow

- 5.1 No person shall take snow from their property or driveway and deposit it on a highway or roadway within the Municipality.
- 5.2 Every person having deposited snow or permitted snow to be deposited on a municipal highway or roadway shall be responsible to remove the snow from the highway or roadway.
- 5.3 No person shall clear or remove snow from a municipal highway or roadway in front of their residence and stock pile it on a municipal highway or roadway.
- 5.4 No person shall take snow and deposit it on a municipal highway or roadway or private property that abuts a municipal highway or roadway in such a way as to obstruct the safe flow of traffic, for example impaired site lines when exiting private driveways or causing people to park in a traveled portion of highway or roadway.

6. Snow Ploughing and Sanding Operations

- 6.1 All storm conditions are dictated by temperature, the amount of moisture present in the storm, wind speed and duration. The combination of these factors is directly related to the conditions that dictate how a storm will be dealt with. Freezing rain, sleet, wet snow, dry snow, amount of snow, wind condition and time of day contribute to storm conditions.

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Snow Ploughing and Sanding Operations (cont'd)

- 6.2 During major storms, crews will continuously plough and sand the higher priority routes to ensure proper traffic flow.
- 6.3 Sidewalks are ploughed and sanded during the storm event. All sidewalks could take up to three (3) days to complete.
- 6.4 Ploughing and sanding operations priority routes are based on the roads classifications (Class 1-6) as described in the Municipal Act 2001. The City of Kenora has no Class 1 or 2 roads. Class 3, 4 and 5 roads are outlined in the attached Appendix "A". All the remaining roads not mentioned are deemed as Class 6 roads.
- 6.5 Roads Department to Determine Routes:
- The residential road surfaces shall be bared as time and equipment permit, or at the discretion of the Roads Supervisor. Subject to policy, the Roads Supervisor shall determine when the ploughs and sanders should be called out.
- 6.6 The goal of the City is to open streets as quickly as possible and keep them open throughout the storm. After heavy storms all roads will be pushed back to as close as the curb as possible and corners widened. Since the City uses different types of snowplough equipment it is sometimes necessary to have larger equipment go back after each heavy snow to push snow banks back on some roads. Residents need to be aware that snow banks will be pushed back and end up into driveways. The City will not be responsible for nor will the Department clear driveways.
- 6.7 Before or after season storms on an equipment available basis. Equipment normally used for the winter season might not be available for the storm event. The City of Kenora will make every effort to achieve the Standard Levels as outlined.

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7. Snow Removal

The level of service for snow removal shall be in accordance with the following:

7.1 Downtown Core

Snow banks in the downtown core shall be removed using graders, loaders, blowers and dump trucks when the bank is 600 millimeters high from the curb, as staff and resources are available.

7.2 Collectors, Arterial and Intersections

Snow shall be picked up using graders, loaders, blowers and dump trucks when the bank is one meter in height from the curb, as staff and resources are available.

7.3 Residential Streets

- (i) Snow shall be picked up if and when it reaches a height of 1.2 meters, as staff and resources are available.
- (ii) On rural municipal roads snow will only be picked up on bridge decks and in areas where the boulevard space will not accommodate a bank of 1.2 meters in height (intersections and areas with sidewalks).

7.4 Railway Crossings

Snow shall be picked up as required to ensure that the bank does not exceed 800 millimeters in height within 50 meters of the crossing.

8. Winter Sanding and Salting

8.1 Screened sand is stockpiled at the Public Works Yard located at 60 Fourteenth Street North by the 31st of October each year. Salt is added to the sand at a rate of 40 kg/ tonne to prevent freezing.

8.2 Police shall contact the Roads Supervisor or designate to call out sanding trucks after hours and on weekends in the event that unpredicted working weather conditions are causing a road hazard.

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Winter Sanding and Salting (cont'd)

- 8.3 Priority routes shall be sanded first, followed by arterial streets. Special attention will be paid to hills and intersections.

9. Municipal Lots

The Roads Department is responsible to maintain municipal parking lots. The lots will receive a priority lower than the streets and will be ploughed and sanded as equipment becomes available and the storm conditions allow. Depending on the time of the storm and normal operating hours of each municipal building will dictate the priority for ploughing each lot.

10. Cemetery

The cemetery will only be ploughed after all streets, sidewalks and parking lots have been cleared from snow unless a burial is scheduled in which case only those laneways needed to adequately serve the funeral service and grave site area will be cleaned and sanded. In most cases, other than after large snow events, all roadways will be cleared within five (5) days.

11. Claims for Damage

11.1 Mailboxes

The Department will not be responsible for any damages to objects located in the highway right of way including mail boxes, utility poles, garbage boxes, bus shelters and commercial signs. Mailboxes installed in the Right-of-Way are placed at the owners' risk. Each mailbox installation should be sufficiently solid to withstand snow clearing efforts by the City. The rolling action of the snow may damage mailboxes and posts. Residents may want to place a second post to act as a brace or place reflectors on the box and post for visibility in poor conditions.

11.2 Windshields

The Department will not accept any claims from the public for windshield or vehicle paint chip damage resulting from snow and ice control during winter operations of snow equipment.

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12. Driveways

City equipment and contracted snow ploughs will not clear private driveways or other private property. Snow placed in a driveway or on a sidewalk where the driveway or sidewalk meets the Right-of-Way is the responsibility of the property owner to remove.

13. Sand Boxes

Sand boxes are strategically placed on steep hilled streets for residents to utilize as determined by the Roads Supervisor.

14. Complaints

A phone line has been established to register complaints. Calls for service should be avoided early in a storm event since it may take several hours for ploughs to make their way to certain streets. If there is an immediate emergency or feel that a street was missed, please call the snow number.

Summary

Driving in winter snowstorms should be avoided whenever possible. In every storm event there are, at times, when road conditions become too hazardous despite all efforts.

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Appendix "A"

Class 3 Roads:

Highway 17 East	Lakeview Drive	2 nd Street South
Highway 17 West	Main Street South	Veterans Drive

Class 4 Roads:

Airport Road	May Avenue	7 th Avenue South
Chipman Street	McLellan Avenue	16 th Avenue North
Darlington Drive	Miikana Way	6 th Avenue South
8 th Avenue South	9 th Street North	6 th Street
5 th Street South	Norman Drive	6 th Street North
14 th Avenue North	Ottawa Street	6 th Street South
4 th Avenue South	Park Street	10 th Street
Government Road	Parsons Street	12 th Avenue North
Jones Road	Railway Street	Valley Drive
Matheson Street South	Rabbit Lake Road	

Class 5 Roads:

Agate Bay	Dowsett Street	14 th Street North
Agur Street	Duffus Road	4 th Avenue North
Amethyst Street	East Melick Road	4 th Avenue South
Anderson Road	18 th Avenue North	4 th Street
Bay Street	8 th Avenue North	4 th Street North
Bayview Drive	8 th Avenue South	4 th Street South
Beach Road	8 th Street	Front Street
Belle Avenue	8 th Street North	Gerald Street
Bernier Drive	11 th Avenue North	Golf Course Road
Beryl Winder Road	11 th Street North	Gould Road
Brinkman Road	Erie Street	Granite Court
Bunny Street	Essex Road	Guelph Street
Cambrian Drive	15 th Avenue North	Guernsey Street
Carlton Road	5 th Avenue South	Gunne Crescent
Charles Street	5 th Street	Heenan Place
Clarence Avenue	1 st Avenue South	Hennepen Lane
Coker Road	5 th Street	Hillside Crescent
Colonization Road	5 th Street North	Homestake Road
Crestview Street	1 st Avenue West	Huron Street
Currie Road	1 st Street North	James Road
Darren Avenue	1 st Street South	Kay Street
Donbrock Drive	Florence Avenue	Kirkpatrick Avenue
Doner Avenue	14 th Street	Lake Street

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Class 5 Roads (cont'd):

Lakeshore Drive	North Hamilton Street	Shauna Crescent
Lakeside Crescent	Ocean Avenue	Silverstone Drive
Laurenson Lane	Old Chalet Lane	16 th Avenue North
Lyndale Avenue	Ontario Street	6 th Avenue South
Main Street	Pearl Avenue	6 th Street
Main Street North	Peterson Road	6 th Street North
Main Street Rideout	Pine Portage Road	6 th Street South
Maple Street	Pine Ridge Drive	South Park Drive
Mary Lou Street	Poplar Lane	Spruce Street
Mascott Avenue	Poplar Street	Street A
Matheson Street North	Portage Street	Superior Street
May Avenue	Preston Street	Sylvan Street
McLean Avenue	Pump Avenue	10 th Avenue South
McQuillan Avenue	Rat Portage Road	10 th Street
Mellick Avenue	Regina Avenue	10 th Street North
Miikado Avenue	Ritchie Road	3 rd Avenue South
Mill Street	River Drive	3 rd Avenue West
Minnesota Street	River Street	3 rd Street
Minto Avenue	Robertson Street	3 rd Street North
Minto Crescent	Rocky Heights Road	3 rd Street South
Minto Drive	Rupert Road	13 th Avenue North
Minto Street	Sandstone Place	13 th Street North
Narin Avenue	School Road	Transmitter Road
Nelson Street	Scramble Avenue	Trojan Street
Nethercutt Drive	2 nd Avenue East	12 th Avenue North
19 th Avenue North	2 nd Avenue South	12 th Street
19 th Avenue South	2 nd Avenue West	12 th Street North
9 th Avenue North	2 nd Street North	Water Street
9 th Avenue South	17 th Avenue North	Wharf Street
9 th Street	7 th Avenue North	Wolsley Street
9 th Street North	7 th Avenue South	Woodfield Drive
9 th Street South	7 th Street	Woods Drive
Norman Drive	7 th Street North	
North Campbell Street	7 th Street South	



December 2, 2013

City Council Committee Report

TO: Mayor and Council

FR: Richard Perchuk, Operations Manager

RE: Amendment to Traffic Regulation By-Law 127-2001 Schedule B "No Parking-Tow Away Zone" for First Street South

Recommendation:

That Council authorizes an amendment to the City of Kenora Traffic Regulation By-law # 127-2001 to include the addition to Schedule "B" - No Parking Area – Tow Away Zones as set out in Richard Perchuk’s December 2, 2013 Committee Report; and further

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

Schedule "B" – No Parking Tow-Away Zones

Column 1 Street / Highway	Column 2 Location	Column 3 Side	Column 4 Time
Add: First Street South	From First Street South, easterly for 30 metres	South	Anytime

Background:

The first parking meter located on the south side of First Street South, east of Main Street South, was stolen making available a spot for stopping for delivery trucks ie. Brinks and Purolator. Those who have been using the space were in discussion with the Parking By-law Enforcement Officers regarding the possibility of it remaining as a stopping area.

The Parking By-law Enforcement Officers are in favour of the request as it will provide a service for deliveries and pick-ups and can be used by the surrounding businesses as well.

It is recommended that the Traffic Regulation By-law No. 127-2001 Schedule "B" No Parking – Tow Away Zones be amended to add a no parking designation on the south side First Street South, 30 metres east of Main Street South.

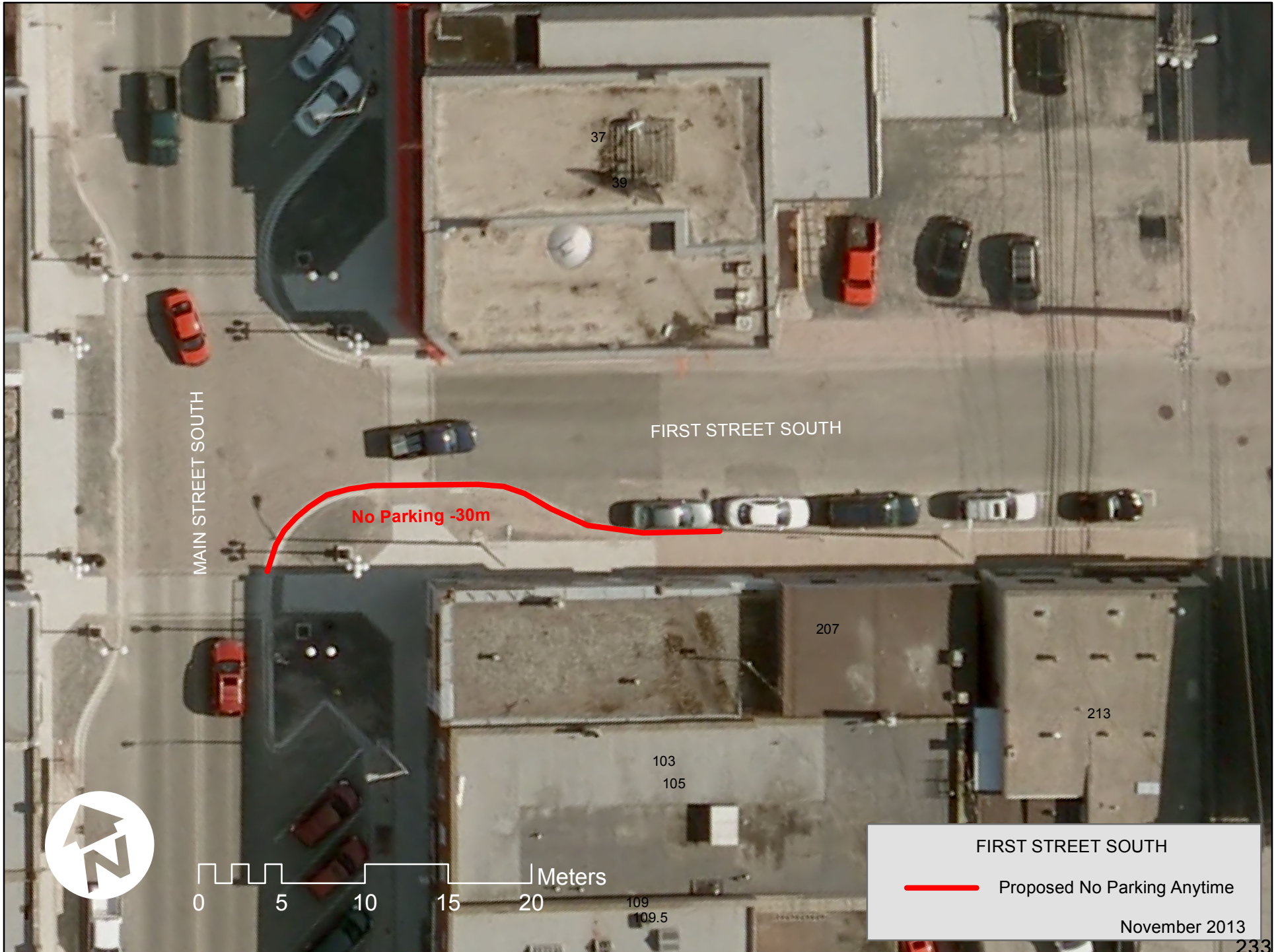
Budget:

2013 Operating Budget

Communication Plan/Notice By-law Requirements:

Resolution & By-Law required.

Distribution: R. Perchuk, M. Vogrig, P. Van Wallegghem, K. Koralalage, C. Caron, O.P.P.



MAIN STREET SOUTH

FIRST STREET SOUTH

No Parking -30m

37

39

207

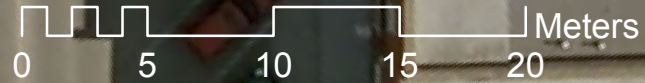
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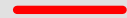
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109.5



FIRST STREET SOUTH

 Proposed No Parking Anytime

November 2013



November 21, 2013

City Council Committee Report

To: Mayor & Council

**Fr: Richard Perchuk, Operations Manager
Biman Paudel, Water & Sewer Supervisor
Ryan Peterson, Water Treatment Plant
Gord St. Denis, Wastewater Treatment Plant**

Re: 2013 Water & Wastewater Systems Monthly Summary Report– October

Recommendation:

That Council of the City of Kenora hereby accepts the October 2013 Kenora Water and Wastewater Systems Monthly Summary Report, as prepared by Biman Paudel, Water and Sewer Supervisor, Ryan Peterson, Water Treatment Plant Operator and Gord St. Denis, Wastewater Treatment Plant Operator.

Background:

The Water and Sewer Department will be providing Council with Water and Wastewater Systems Summary Reports, on a monthly basis.

The purpose of the Report is to provide Council with an understanding on how the water and wastewater systems they own and operate are maintained. Data will be collected at the end of each month and presented to Council for acceptance, see attached.

The Operations Department recommends that Council accept the 2013 Water and Wastewater Systems Monthly Summary Report for October.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Resolution required.

Distribution: R. Perchuk, B. Paudel, R. Peterson, G. St. Denis

CITY OF KENORA

**Monthly Summary Report
Water & Wastewater Systems**

October 2013

Prepared by: Biman Paudel, Water & Sewer Supervisor
Ryan Peterson, ORO, Water Treatment Plant
Gord St. Denis, ORO, Wastewater Treatment Plant

1.0 Introduction

This report contains the major maintenance activities and operational events that occurred during the month of October 2013 at the Kenora Area Water Treatment Plant, Water Distribution System and Wastewater System. This information report has been prepared for Council to better understand how the systems they own and operate are maintained on a monthly basis.

2.0 Water Treatment Plant

2.1 Monthly Flow and Operating Data – See Schedule “A”

2.2 Weekly Bacteriological Samples

1 Raw, 1 Treated and 6 Distribution for a total of eight (8) samples are taken on a weekly basis.

Sampling was conducted on the following dates:

- Oct 7th
- Oct 15th
- Oct 21st
- Oct 29th

All samples tested were within the allowable parameters.

2.3 Maintenance

- New VFD installed on pump #2 at Zone 3 booster.
- Serviced Brinkman Booster generator.
- Greased pumps, motors and couplings at Norman Booster.
- Replaced diaphragm on #2 ammonium sulphate pump.

2.4 Training

No training took place in October.

2.5 Water Quality Complaints

There were 4 water quality complaints throughout the month of October.

- All complaints were related to taste and odor. Chlorine residuals were tested at some of the residences to ensure low chlorine wasn't contributing to the taste and odor problem. Other residents were satisfied with an explanation of the seasonal issue and were not interested in any further testing.

2.6 Other Information

- Distribution system chlorine levels were sampled at three locations weekly throughout the month in addition to the chlorine levels being sampled along with regular weekly bacteriological samples.
- Work continuing on the Drinking Water Quality Management Standards (DWQMS) documents and organization.

3.0 Water Distribution System

3.1 Maintenance

3.1.1. Water Distribution

- October 4 - Repaired thaw cable at: 115 Superior Street, Keewatin.
- October 8 - Replaced curb box at: 524 Fourth Street North.
- October 11 - Repaired water main break at: 712 Coney Island.
- October 15 - Replaced 10" Water Main for hydrant lead near Log Cabin Inn, Rabbit Lake Road.
- October 16 - Repaired hydrant near Log Cabin Inn, Rabbit Lake Road.
- October 25 - Repaired water service at: 516 Tenth Street, Keewatin.
- October 28 - Repaired hydrant at: 5 Donbrock Drive
 - Repaired hydrant at: Beatty Park, Keewatin.

3.1.2. Wastewater Collection

- October 1 - Flushed the plugged sewer at: 319 Matheson Street North
 - Rodded sewer at: 806 Park Street.
- October 2 - Rodded plugged sewer at: 1122 Minto Avenue.
- October 8 - Rodded plugged sewer at: 531 Fourth Street North.
- October 10 - Flushed service sewer at: 811½ Fourth Street North.
- October 11 - Cleared roots (roto root) at: 612 First Street South.
- October 14 - Replaced grinder pump at: 368 Rabbit Lake Road.
- October 16 - Rodded plugged sewer at: 1237 Ninth Street North.
- October 17 - Cleared roots (roto root) and rodded sewers at: 1124 Minto Avenue and 110 Rupert Road.
- October 20 - Flushed sewer main at: 200 block of Third Street South.

- October 22 - Rodded plugged sewer at: 11- A Seventh Avenue South
- Rodded plugged sewer at: 604 Fifth Avenue South.
- October 23 - Cleared roots (roto root) at: 434 Third Street North
- Cleared roots (roto root) at: 102 Fifth Avenue South
- Cleared roots (roto root) at: 109½ Main Street South
- Cleared roots (roto root) at: 604 Fifth Avenue South.
- October 24 - Rodded plugged sewer at: 612 First Street South.
- October 31– Repaired Grinder Pump at 334 Rabbit lake Road; and Rodded plugged sewers at 425 3rd Street South and 25 Melick Avenue.

3.1.3. **Water Thaws:** City Property – 0 Private Property – 0

3.2 Training

David King and Jayson Pykerman completed First Aid and CPR training on October 22 and 23 at the Operations Centre.

3.3 Water Quality Complaints

There were 4 water quality complaints reported to the Water Treatment Plant for the month of October.

- All complaints were related to taste and odor. For further detail see Item 2.5.

3.4 Boil Water Advisory(s) - 2013

There were three (4) boil water advisories issued in the month of October.

Date and Location:

- October 11th: 8 residents at Coney island.
- October 15th: 11 residents at Rabbit lake Road.
- October 16th: 6 installations at Harbourfront.
- October 25th: 6 residents at Superior Street, Tenth Street and Erie Street, Keewatin.

3.5 Other Information

- 3.5.1. The MOE carried out its annual inspection on the City's water distribution system on October 28th.
- 3.5.2. On October 24th Richard Perchuk and Biman Paudel participated in an Emergency Response Exercise on "Power Outage with Generator Failure" at the Water Treatment Plant"

4.0 Wastewater System

4.1 Monthly Flows & Operating Data – See Schedule “B”

4.2 Weekly Bacteriological Samples

- 4.2.1. Complete Analyses of Raw Sewage, Treated Effluent and Activated Sludge sent out October 23, 2013 - Results:
- Total B.O.D. (biological oxygen demand) Raw Sewage: 130 [mg/L]
 - Total B.O.D. Final Effluent: 5.0 - limit is 25.
 - Total Suspended Solids Raw Sewage: 140 [mg/ L]
 - Total Suspended Solids Final Effluent: 6.0 [mg/ L] - limit is 25
- 4.2.2. Weekly Final Effluent Bacti Samples sent to A.L.S. Laboratories on October 2,9,16,23,30, 2013 - Results: Organisms/100 mL
- Geometric Means Total of 23.1
 - Geometric Means Limit is 200

In summary, raw sewage enters the plant with a bacti count of approximately 3 million and leaves the plant with a count of 23.1, which is well within the limit of 200. Plant reduction of B.O.D. is 96% and the Plant reduction of suspended solids is 96%.

4.3 Maintenance

- 4.3.1. Oct. 1 Purchase order issued for polymer machine commissioning and training.
- 4.3.2. Valves and piping purchased for Polymer machine installation.
- 4.3.3. Ordered new UV bulbs for Ultraviolet disinfection system from UV Doctor (\$14,000), ordered new wiper seals from EDA Environmental.
- 4.3.4. DA Electric installed new wiring for new Polymer machine.
- 4.3.5. Replaced unit heater #700 building (Sludge Press Building).
- 4.3.6. West Sludge pump in #400 building installed by Bob Read Maintenance and Machining Oct. 17.
- 4.3.7. Replaced faze failure protection unit on Bar Screen (#100 building)
- 4.3.8. Installed new lights in #100 building.
- 4.3.9. Ordered 900 kg pallet of polymer for sludge presses (\$8,280.00)
- 4.3.10. Removed old Polymer Machine and prep area for new Polymer machine, Oct. 31.

4.4 Training

- 4.4.1. Health and Safety Policy reviewed with staff.

4.5 Other Information

- 4.5.1. October 10, 2013 – Health and Safety Inspection performed.

Schedule "B"

Wastewater Systems Flow & Operating Data Monthly Summary Report - 2013

		January	February	March	April	May	June	July	August	September	October	November	December	AVERAGE	TOTAL
Wastewater Plant Flows															
<u>Influent Flow</u>															
Total Influent Flow	m ³ /mon.	177,663	156,733	181,689	244,603	346,693	283,478	289,104	236,562	249,518	248,458				2,414,501
Maximum Daily Influent Flow	m ³ /day	6,437	6,192	8,357	13,949	20,775	13,687	15,635	10,544	22,188	12,601			13,037	
Minimum Daily Influent Flow	m ³ /day	5,213	5,070	5,295	6,233	6,529	7,754	6,406	5,288	6,475	5,368			5,963	
Average Daily Influent Flow	m ³ /day	5,731	5,597	5,860	8,153	11,184	9,449	9,325	10,544	8,317	8,014			8,217	
<u>Effluent Flow</u>															
Total Effluent Flow	m ³ /mon.	198,479	177,770	204,176	263,828	364,096	301,299	307,203	263,619	230,156	230,156			254,078	
Average Daily Flow	m ³ /day	6,402	6,348	6,586	8,794	11,745	10,043	9,909	8,503	7,424	7,424			8,318	
Samples															
Weekly Bacteriological --ALS Labs		5	4	4	4	5	4	5	4	4	5				44
Number of Raw Samples Taken		1	1	1	1	1	1	1	1	1	1				10
Number of Treated Samples Taken		6	5	5	5	6	5	5	5	5	5				52
Geometric Means (Bacti Samples)		17.9	7.9	26	43	2.9	2.9	45.4	4.55	4.63	23.1			17.83	
Sludge Hauled to Landfill	yds./mon.	300	330	330	330	405	210	360	300	285	420				3,270
Callouts															
		0	5	0	3	2	2	2	5	5	2				26



November 28, 2013

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Caron, Manager of Property & Planning

RE: Kenora Airport Development Strategy

Recommendation:

That Council of the City of Kenora approve the submission of a request for funding to the Ministry of Northern Development & Mines' Northern Communities Investment Readiness Initiative (NCIR) for the completion of an Airport Development Strategy on behalf of the Kenora Airport Authority

Background:

The Kenora Airport Authority is an arms-length committee of Council responsible for the operations and management of the Kenora Airport. Membership on the Kenora Airport Authority includes representation from Council as well as business representatives. In addition, Charlotte Caron, Manager Property & Planning, is participating on the Committee for the Airport Development Strategy.

Over the past few years, the Kenora Airport Authority has initiated improvements at the Airport and has explored business partnership opportunities. At a recent meeting, the Kenora Airport Authority agreed that it was time to put together an Airport Development Strategy. The Kenora Airport Authority is not an eligible applicant for the Northern Development & Mines NCIR program, and it was requested that the City of Kenora be the proponent for the project with other partners including LOWBIC, and with the matching funding being provided by the Kenora Airport Authority.

Impact to Budget:

N/A

Communication Plan/Notice By-law Requirements:

Kenora Airport Authority



December 2, 2013

City Council Committee Report

TO: Mayor and Council

FR: Tara Rickaby, Planning Administrator

RE: Application for Exemption to Discharge of Firearms By-law – Jeff Rose – Wild Animal Capture & Relocation Services

Recommendation:

That Council of the City of Kenora hereby amends the Discharge of Firearms By-law Number 148-2010 by adding into Section 5. General Exemption, Jeff Rose, while providing private animal capture/relocation/dispatching services, in order to euthanize wounded animals; and

That the amending by-law be adopted after receipt of a criminal record check, proof of all required licenses/permits and a certificate of insurance naming the City of Kenora harmless, and with the proviso that a copy of the By-law is carried by Jeff Rose at all times, in the course of his mandate.

Background:

This report was tabled, in November, per Mr. Rose's request. It is on the agenda, without the request to purchase the City's bear trap.

The City received a request for an exemption to the discharge of firearms by-law. Under Section 6 of the By-law, a person may apply for an exemption to the by-law, in writing, and the exemption can be granted to any person Council may deem appropriate.

Since the cancellation of the Bear-Wise program by the Province, the City of Kenora and MNR no longer have the ability to trap and re-locate nuisance bears. The OPP, in consultation with the MNR, will dispatch "problem" animals when the situation permits, in the event of a threat to human safety.

Jeff Rose, as former employee of the MNR/Bear Wise Program, has started a business to provide the service of removal of nuisance animals from property. Mr. Rose also proposes to provide the service of dispatching and removing injured animals from property.

The application was circulated with the following comments received:

Department	Comment/condition
Insp. David Lucas, OPP	There should be a condition that he is to carry a copy of the bylaw authorizing him to use the firearm when he is acting in this capacity and to provide a criminal record check. In all cases, he would be required to follow all legislation pertaining to safe use and storage.
Joanne McMillin, Clerk	This is a much needed service in the community as we are constantly receiving inquiries about these types of issues. With being granted a business licence he should have already been through the criminal record check. The fact it is a mobile service, I agree, it should be spelled out (name and business name).
Kevin Robertson, CBO	I agree with OPP recommendations (criminal record check and carrying authorizing by-law) and the submittal of MNR permissions. Should MNR permissions be required annually? The name of company and or person should be specific to a by-law and future employees names, criminal checks and MNR approvals be submitted under the company name, upon employment and annually.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Agenda for Property and Planning and Council, OPP, MNR, Applicant



December 2, 2013

City Council Committee Report

TO: Mayor and Council

FR: Tara Rickaby, Planning Administrator

RE: Lease Renewal – Former Keewatin PW Garage – Units A & C

Recommendation:

That the Council of the Corporation of the City of Kenora gives three readings to a by-law to authorize the execution of a lease agreement between the City of Kenora and K C Refrigeration for the period January 1, 2014 to December 31, 2015 for the land described as Keewatin Public Works Garage Part 1, PLC126 Plan 23RR6726, 23R4158; Unit A; and

That the Council of the Corporation of the City of Kenora gives three readings to a by-law to authorize the execution of a lease agreement between the City of Kenora and K C Refrigeration for the period January 1, 2014 to December 31, 2015 for land described as Keewatin Public Works Garage Part 1, PLC126 Plan 23RR6726, 23R4158; Unit C; and further

That the Mayor and Clerk be authorized to enter into the agreements for the extension of the lease agreements.

Background:

In February of 2012, Council passed the following Bylaws 12 and 13-2012: to enter into a lease agreement with K C Refrigeration for the use of the premises known as the Keewatin Public Works Garage Unit A and Unit C.

The lessee has indicated they wish to continue on the same basis with the lease and the City has received copies of the signed agreement from the lessee for the term January 1, 2014 to December 31, 2015. The lease renewal (net amount) provides for an annual 2% escalation clause as follows:

Unit A -	January 1st 2014 to December 31 2014 - \$14,872.62 plus applicable taxes
	January 1st 2015 to December 31 2015 - \$15,170.07 plus applicable taxes
Unit C -	January 1 st 2014 to December 31 2014 - \$ 6,686.61 plus applicable taxes
	January 1 st 2015 to December 31 2015 - \$ 6,819.82 plus applicable taxes

Budget: Revenues to building reserve

Communication Plan/Notice By-law Requirements:

Agenda for Property and Planning and Council, Facilities Supervisor, Clerk, Lessee

LEASE EXTENSION AGREEMENT

THIS LEASE EXTENSION AGREEMENT made this 1st day of January, 2014

BETWEEN:

The Corporation of the City of Kenora
(The "**Landlord**")

AND

K C Refrigeration Ltd.
(The "**Tenant**")

WHEREAS:

1. By a lease dated the first day of March 2010 (the "Lease"), the Landlord leased to the Tenant the premises (the "Premises") more fully described in the Lease and being PT Mill LOC Design RP 23R4158:224 Part 1 PCL126 Subject to Easement Part 23R6726 and more particularly described in schedule A,B attached Unit # A (the "Premises")
2. The Landlord and the Tenant have agreed to extend the Term of the Lease for a period of (2) years on the terms and conditions hereinafter set forth.

NOW THEREFORE for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto hereby covenant and agree with each other as follows:

3. Pursuant to Section 3. (2) of the Lease, the Term of the Lease is hereby extended for the period (the "Extension Term") of (2) years commencing on January 1st, 2014 and ending on December 31st, 2015 on the same terms and conditions as the Lease except the right to renew, at a rent as follows:

During the first year of the extension term (1) year the sum of \$14,872.62 plus applicable taxes payable monthly in advance in equal installments of \$1239.38 plus applicable taxes 1st day of each and every month, commencing on the first day of the extended term and further extension of a second term the sum of. the sum of \$15,170.07 plus applicable taxes per annum payable monthly in advance in equal installments of \$1264.17 plus applicable taxes on the 1st day of each and every month, commencing on the first day of the extended term.

The Rent referred to in the within lease herein shall be adjusted annually of each year of the extended lease commencing January 1st, 2014 by increasing such rent payments two (2%) percent per annum from the previous year as follows,

2014 \$14,872.62 per the term (12) months or monthly payments of \$1239.38 + Applicable Taxes

2015 \$15,170.07 per the term (12) months or monthly payments of \$1264.17 + Applicable Taxes

- a. AND terms: net 30 days from invoice date overdue amounts will be subject to a late payment charge of 1.5% per month which equals an effective annual rate of 19.56%

4. Section 2 (4) (a) (i) shall be amended to read:

“Business taxes and licenses + applicable taxes”

5. **Option to Renew** - If the Tenant shall have promptly paid the rent due hereunder and shall have observed and performed the Tenant’s covenants in the Lease and herein, and shall on or before the 1st day of January, 2015, by writing to the Landlord, have given notice of its desire to have the term of the lease renewed, the Tenant shall have the term of this lease renewed for a further term of one (1) year upon the conditions in the Lease and herein set forth except the right to renew, and at a rent to be agreed upon between the parties and failing agreement, to be determined pursuant to the *Arbitration Act of Ontario*.

6. This Agreement shall be read to together with the Lease and the parties confirm that, except as modified herein, all covenants and conditions in the Lease remain unchanged, unmodified and in full force and effect.

7. This Agreement shall enure to the benefit of and be binding upon the parties and their legal representatives, heirs, executors, administrators, successors and permitted assigns, as the case may be.

IN WITNESS WHEREOF the parties hereto have executed this Agreement.

) **The Corporation of the City of Kenora** (Landlord)
)
)
) Per: _____
) Dave Canfield, Mayor
)
)
) Per: _____
) J.L. McMillin, City Clerk
)
)
) K C Refrigeration Ltd. (Tenant)
)
)
) Per: _____
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) “We have the authority to bind the Corporation”

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AND

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1. By a lease dated the first day of March 2010 (the "Lease"), the Landlord leased to the Tenant the premises (the "Premises") more fully described in the Lease and being PT Mill LOC Design RP 23R4158:224 Part 1 PCL126 Subject to Easement Part 23R6726 and more particularly described in schedule A,B attached Unit # C (the "Premises")
2. The Landlord and the Tenant have agreed to extend the Term of the Lease for a period of (2) years on the terms and conditions hereinafter set forth.

NOW THEREFORE for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto hereby covenant and agree with each other as follows:

3. Pursuant to Section 3. (2) of the Lease, the Term of the Lease is hereby extended for the period (the "Extension Term") of (2) years commencing on January 1st, 2014 and ending on December 31st, 2015 on the same terms and conditions as the Lease except the right to renew, at a rent as follows:

During the second extension the term of (1) year, the sum of \$6,686.61 plus applicable taxes Per annum payable monthly in advance in equal installments of \$557.17 plus applicable taxes on the 1st day of each and every month, commencing on the first day of the extended term and further extension of a second term the sum of. the sum of \$6819.82 plus applicable taxes per annum payable monthly in advance in equal installments of \$568.31 plus applicable taxes on the 1st day of each and every month, commencing on the first day of the extended term.

The Rent referred to in the within lease herein shall be adjusted annually of each year commencing January 1st, 2014 by increasing such rent payments two (2%) percent per annum from the previous year as follows,

2014 \$6,686.61 per the term (12) months or monthly payments of \$557.17+ Applicable Taxes
2015 \$6819.82 per the term (12)months or monthly payments of \$568.31+ Applicable Taxes

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) J.L. McMillin, City Clerk
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) K C Refrigeration Ltd. (Tenant)
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) Per: _____
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) “We have the authority to bind the Corporation”