

City of Kenora Committee of the Whole Agenda

Tuesday, April 8, 2025, 9:00 a.m. City Hall Council Chambers

Pages

4

1. Call Meeting to Order

2. Public Information Notice

As required under Notice By-law #160-2022, the public is advised of Council's intention to adopt the following at its April 15th, 2025 meeting:-

- Authorize a budget amendment in the amount of \$500,000 for the Keewatin Library roof replacement
- Authorize a 2025 Capital Budget amendment in the amount of \$750,000 to proceed with the award of the 2025 municipal paving program on Ninth St N, funded from the unspent 2024 Essex Road grade raise project budget
- Authorize a 2025 Capital Budget in the amount of \$600,000 to proceed with design and construction of repairs that will allow for the reopening of the Portage Bay bridge to pre-closure service level, to be funded from the 2026 budgeted OCIF funding

3. Land Acknowledgement

- Councillor Koch

4. Declaration of Pecuniary Interest & General Nature Thereof

- On today's agenda

- From a meeting at which a member was not in attendance

5. Confirmation of Previous Committee Minutes

- March 4, 2025 Regular Committee of the Whole

6. Deputations/Presentations

- 6.1 Stantec 2024 Bridge Inspection Summary Presentation
- 6.2 Jim Neild, Acting Detachment Commander, Kenora OPP
- 6.3 RC Strategies Ice Allocation Policy
- 6.4 Ian McCormack, Strategic Steps Inc. Governance Next Steps

7. Reports:

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9.	Motion- Adjourn to Closed Meeting Pursuant to Section 239 of the Municipal Act, 2001, as amended, authorization will be provided for Committee to move into a Closed Session to discuss items pertaining to the following:			
	- The security of the property of the municipality (1 matter- public license agreement)			
	- Education & Training Members of Council (1 matter-development update)			
	- Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality (1 matter-			

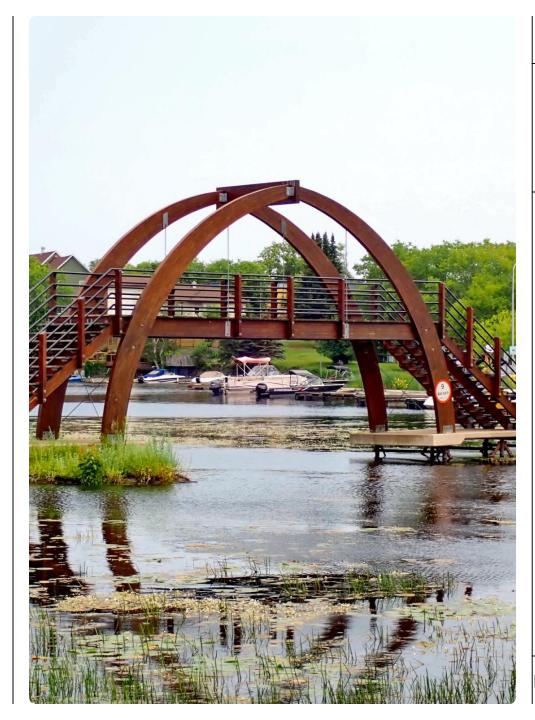
- Personal Matters about Identifiable Individuals (2 matters-staff relations, CAO performance review)

10. Adjournment



2024 Inspection Summary





Agenda

- 1. Introduction
- 2. Purpose of Presentation
- 3. OSIM & BCI Value
- 4. Structure Conditions
- 5. Maintenance & Investigation Recommendations
- 6. BCI Values Comparison
- 7. 2026 Bridge Inspections & Bridge Management
- 8. Questions

1. Introduction





Introduction

- Eric Tranquada, B.Env.D., P.Eng. (ON & MB)
 - 13-years industry experience (bridges and dams)
 - Certified by US Federal Highway
 Administration (FHWA) in the inspection of Fracture Critical Steel Bridges
 - Certified by Society of Professional Rope Access Technicians (SPRAT) as Level 2 Technician
 - More than 500 bridge inspections

2. Purpose of Presentation



Purpose

- Discuss inspection system used, calculation of <u>Bridge Condition Index</u> (BCI) and its meaning
- Discuss condition of each bridge and provide maintenance costs (excludes engineering)
- Discuss future inspections and bridge management
- Answer questions



3. OSIM & BCI Value



OSIM

- Ontario Structure Inspection Manual (OSIM) 2018 Revision
- Bridge discretized into elements and sub-elements; generally inspected within arms reach.
- Defines material defects, element performance, and how categorize defects into <u>Excellent</u>, <u>Good</u>, <u>Fair</u>, <u>Poor</u> condition state.
- Provides recommendations for maintenance work, additional investigations, and timing of repairs.

Ontario Structure Inspection Manual (OSIM)



MINISTRY OF TRANSPORTATION

PROVINCIAL HIGHWAYS MANAGEMENT DIVISION HIGHWAY STANDARDS BRANCH BRIDGE OFFICE May 2018



- BCI: Bridge Condition Index
 - single number (0 to 100)
 representing the weighted
 condition of the bridge elements to
 calculate the theoretical remaining
 bridge value against the 'as new'
 asset value.
 - Based on OSIM inspection and quantities in Excellent, Good, Fair, Poor.





- BCI used as an indicator to determine a bridge's overall condition to help with resource and budget management.
- BCI can increase following maintenance or rehabilitation.





BCI Number Range	Bridge Condition
100	Excellent (like new)
≥70 to <100	Good
≥60 to <70	Fair
<60	Poor

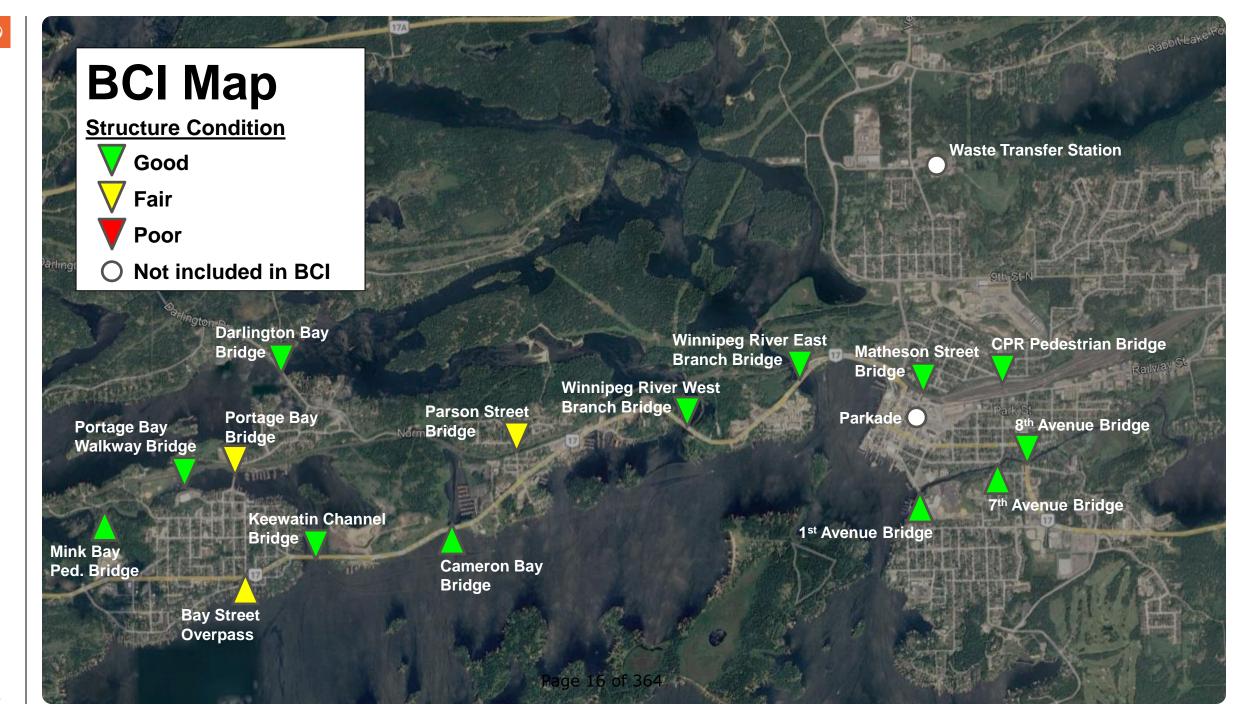
<u>Important</u>: a critical defect may still exist even though the BCI number is high.

Highlights the importance of understanding the BCI number

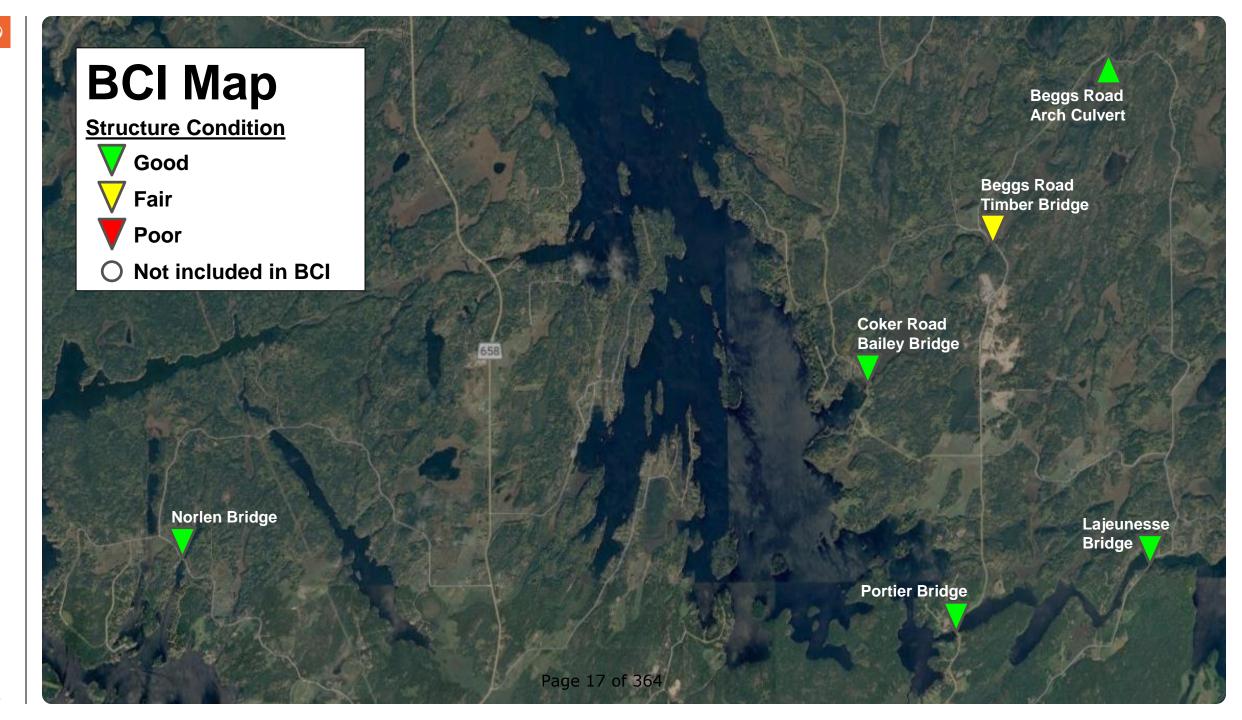


City of Kenora Bridges	BCI	City of Kenora Bridges	BCI
Bay Street Overpass	60.46	Matheson Street Bridge	70.39
Beggs Road Timber Bridge	69.68	Mink Bay Pedestrian Bridge	88.77
Beggs Road Arch Culvert	88.47	Norlen Bridge	86.91
Cameron Bay Bridge	81.99	Parson Street Bridge	68.27
Coker Road Bailey Bridge	98.42	Portage Bay Bridge	64.48
CPR Pedestrian Bridge	77.99	Portage Bay Walkway Bridge	71.39
Darlington Bay Bridge	75.07	Portier Bridge	72.75
Eighth Avenue Bridge	79.15	Seventh Avenue South Bridge	97.18
First Avenue Bridge	72.36	Winnipeg River East Branch Bridge	84.04
Keewatin Channel Bridge	70.85	Winnipeg River West Branch Bridge	73.53
Lajeunesse Bridge	71.19		











BAY STREET OVEPASS

BCI Rating

60.46

- Abutment Walls
 - Wide cracks and delaminations
- Ballast Walls
 - Exposed on ends, SE missing retainer with loose rock
- Deck Soffit
 - Delaminations at corners exposing corroded reinforcement

Recommendation:

Complete Maintenance

\$35,000







BEGGS ROAD TIMBER BRIDGE

BCI Rating

69.68

- Deck Wearing Surface
 - Severe wear and exposed nail heads
- Curbs
 - Isolated interior rot on East curb
- Approaches Wearing Surface
 - Severe wheel path rutting with potholes in gravel
- Foundations
 - Possible translation of piles causing gaps between abutment and wingwalls
 - No further movement measured from previous inspection

Recommendation:

Complete Maintenance

\$69,200







BEGGS ROAD ARCH CULVERT

BCI Rating

88.47

- Abutment Wall North
 - Isolated vertical medium to wide crack at center of barrel
- Abutment Wall South
 - Erosion and construction joint
- Culvert Barrel
 - Isolated deformation at inlet soffit

Recommendation:

None	\$0







CAMERON BAY BRIDGE

BCI Rating

81.99

- Approach Sidewalks
 - Vegetation growth
- Barriers Posts
 - Missing and loose bolts connecting the railing
- Joints
 - Joints filled with gravel

Recommendation:

Complete Maintenance

\$4,000







COKER ROAD BAILEY BRIDGE

BCI Rating

98.42

- Approach Wearing Surface North
 - Up to 30mm depression along joint armouring (increase since previous inspection)
- Coatings Structural Steel Panels
 - Isolated peeling galvanizing
- Bracing Under Deck
 - Loose connection to post on West side, fully expanded

Recommendation:

Complete Maintenance

\$3,000







CPR PEDESTRIAN BRIDGE

BCI Rating

77.99

- Approach Access Stairs
 - Majority of treads are loose and angled downwards due to:
 - Rust packing in support channels
 - Isolated rot with missing bolt connections
 - Isolated splits
- Piers Bearings Third Platform on North App.
 - Missing steel plates

Recommendation:

Complete Maintenance

\$126,600







DARLINGTON BAY BRIDGE

BCI Rating

75.07

- Approach & Deck Wearing Surfaces
 - Isolated severe potholes
- Joints
 - Debris and gravel in joints

Recommendation:

Complete Maintenance

\$2,600







EIGHTH AVENUE BRIDGE

BCI Rating

79.15

- Accessories North Abutment
 - Missing light
- Barriers Posts
 - Isolated missing bolts
- Embankments
 - Vegetation overgrowth encroaching bridge at all corners
- Joints
 - Isolated disintegration and spall exposing corroded reinforcement in end dams
 - Section of steel armouring missing at Abutment 2

Recommendation:

Complete Maintenance

\$24,500







FIRST AVENUE **BRIDGE**

BCI Rating

72.36

- Approach Sidewalk
 - Settlement of interlocking bricks
- Signs
 - Missing Bylaw sign and No Wake sign
- Joints
 - Isolated bolt missing on armouring
 - Seals are leaking
- Embankments
 - Vegetation growth on NE concealing signage
- Abutment Bearings
 - Abutment 1 B7 is starting to walk out

Recommendation:

Complete Maintenance

\$26,000









KEEWATIN CHANNEL BRIDGE

BCI Rating

70.85

- Deck Drainage
 - Isolated detached and broken drain connections
- Coatings Structural Steel
 - Coating loss and intercoat delamination throughout truss arch elements
- Abutments
 - Used drug needles throughout
- Approaches Sidewalk
 - Disintegration exposing corroded reinforcement at SW sidewalk

Recommendation:

Complete Maintenance

\$5,006,500







Steel recoating addressed under separate contract

LAJEUNESSE BRIDGE

BCI Rating

71.19

- Abutment Footings
 - Severe spalls and disintegration with isolated areas exposing corroded reinforcement
- Approaches Wearing Surface
 - NE embankment material loss starting to encroach the roadway

Recommendation:

None	\$0
	T -







MATHESON STREET BRIDGE

BCI Rating

70.39

- Abutment Bearings (previous enhanced OSIM)
 - Disintegration of grout pads
- Accessories Signs South approach
 - Missing 'Keep Right' sign and beacon
- Accessories Electrical South approach
 - Missing light pole
- Approach & Deck Wearing Surfaces
 - Isolated potholes and severe wheel path rutting
- Embankments
 - Overgrown vegetation encroaching structure

Recommendation:

Complete Maintenance

\$36,900

Recommend increasing enhanced inspections to every 4 years to monitor bearing condition







Structure Conditions MINK BAY PEDESTRIAN BRIDGE

BCI Rating

88.77

- Abutment North
 - Slight movement and bending of anchor bolts due to expansion

Recommendation:

None	\$0
	· ·







NORLEN BRIDGE

BCI Rating

86.91

- Abutment & Ballast Walls
 - Delamination and spalls exposing corroded reinforcement
- Deck Soffit
 - Isolated delaminations and spalls

Recommendation:

None		\$0
	•	







PARSON STREET **BRIDGE**

BCI Rating

68.27

- Abutment Ballast Wall
 - Disintegration exposing corroded reinforcement
- Barriers Railing Systems
 - Missing bolt on West barrier
- **Embankments**
 - Overgrown vegetation encroaching structure and **NE** roadway
- Deck Soffit
 - Leachate, severe delaminations, spalls, severe scaling exposing corroded reinforcement, and medium cracks

Recommendation:

Complete Maintenance









Recommend detailed deck condition survey

PORTAGE BAY BRIDGE

BCI Rating

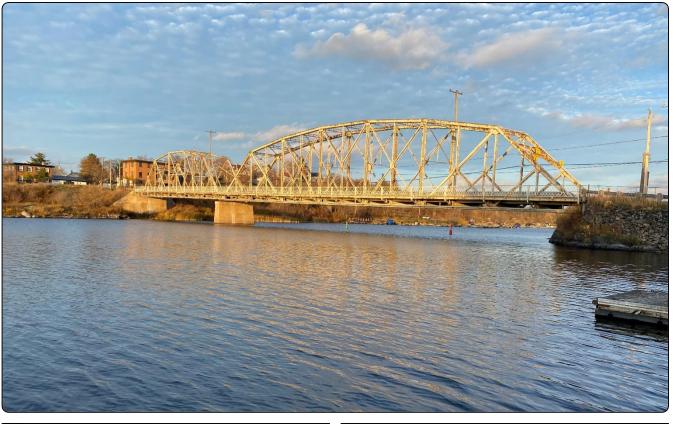
64.48

- · Barriers Posts
 - Isolated loose connection bolts to railing
- Embankments
 - · Heavy vegetation growth
- Joints
 - Very severe spall at Abutment 2 end dam leaking water onto abutment. Joints filled with debris
- Pier Bearings Pier 1, Span 1
 - Broken anchor bolt on B1
- Truss
 - Loose and missing rivets throughout
 - Severe corrosion and perforations in bottom chords, gusset plates, bracing, and floorbeams

Recommendation:

Maintenance	\$430,500
Rehabilitation	\$5.98

Recommend bridge closure due to perforations in lower chord Recommend Substructure Condition Survey & Structure Evaluation







PORTAGE BAY WALKWAY BRIDGE

BCI Rating

71.39

- Stair Stringers
 - Rot in stringers on North and South sides
- Barriers Railing Systems
 - Missing a bolt and a couple nuts connection to posts
- Arch
 - Several areas of separation between the Glulam layers
 - Missing 1 of 3 nut connecting the arch to the concrete

Recommendation:

Complete Maintenance

\$20,500







PORTIER BRIDGE

BCI Rating

72.75

- Joints
 - Gravel filled joints
- Approaches Wearing Surface
 - Isolated vegetation growth along interior barrier



Complete Maintenance

\$3,200







SEVENTH AVENUE SOUTH BRIDGE

BCI Rating

97.18

- Embankments
 - Slight settlement with undermining along NE sidewalk
 - Excessive used needles found in front of abutments
- Abutment Bearings
 - 1 of 3 anchor bolts at Abutment 1 West and East sides retainer plates is not tight.
- Joints Sealant
 - Evidence of leaking onto Abutment 1 West side

Recommendation:

Complete Maintenance

\$8,100







WINNIPEG RIVER EAST BRANCH BRIDGE

BCI Rating

84.04

- Accessories Utilities
 - Separated conduit with exposed wires
- Approaches Wearing Surface
 - Severe pothole at Joint 1
- Approaches Sidewalk
 - Very severe spall exposing corroded reinforcement on SW sidewalk
- Barriers Railing
 - Several missing bolt connections to posts
- Joints
 - · Armouring is missing 6 bolts at Joint 1
 - Severe spalls in Joint 1 End Dam
 - · Joints filled with debris

Recommendation:

Complete Maintenance

\$15,000







WINNIPEG RIVER WEST BRANCH BRIDGE

BCI Rating

73.53

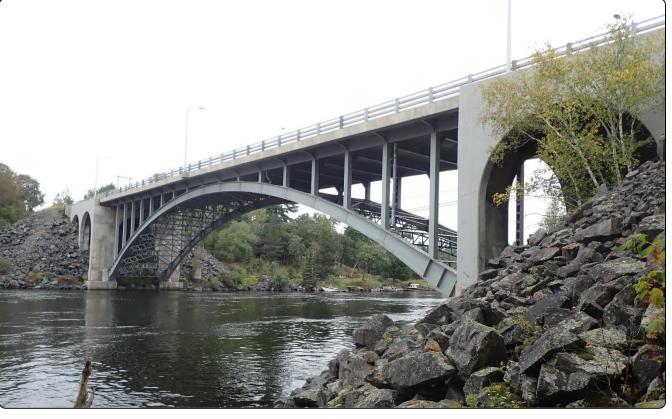
- Accessories Utilities
 - · NW light pole has an open panel
- Approaches & Deck Wearing Surface
 - Severe pothole and crack at Approach 1
 - Severe potholes and delaminations at Joint 1 with 40mm differential
- Approaches Sidewalk
 - 25mm elevation differential at Abutment 2
- Barriers Railing Deck & Approaches
 - Several missing bolt connections to posts and newel
- Joints
 - · Armouring is missing a section above Pier 3
 - · Joints filled with gravel

Recommendation:

Complete Maintenance

\$22,600

Recommend monitoring stringers and spandrel arch's cracks in concrete







KENORA PARKADE

- · Accessories Utilities
 - · Utilities: Several Luminaires not functioning
 - Signs: One 'Reserved Parking' sign is illegible
- Stairwells
 - · Grout packing is falling out and several non-functioning lights
 - 1st level concrete entry pad could cause tripping hazard
- Barriers
 - Hollowcore has 10mm remaining bearing at parking #385
 - · Deformation of steel barrier at NE corner
- Columns
 - Delaminated concrete spalling onto sidewalk below
- Wearing Surface
 - Extensive used needles and paraphernalia throughout
 - Several areas of settlement and missing paving stones
- Beams Double-T section
 - · Hairline to narrow shear cracks on select girders throughout

Recommendation:

Complete Maintenance

\$46,700

Recommend Detailed Deck Condition & Substructure Surveys, Structure Evaluation, and monitoring girder crack widths







WASTE TRANSFER **STATION**

- Walls Exterior
 - Severe spall exposing corroded reinforcement on South wall
- Walls Substructure Interior
 - Large amount of standing water in SW corner
- Joints Armouring
 - Missing section of plate



Complete Maintenance

\$9,500







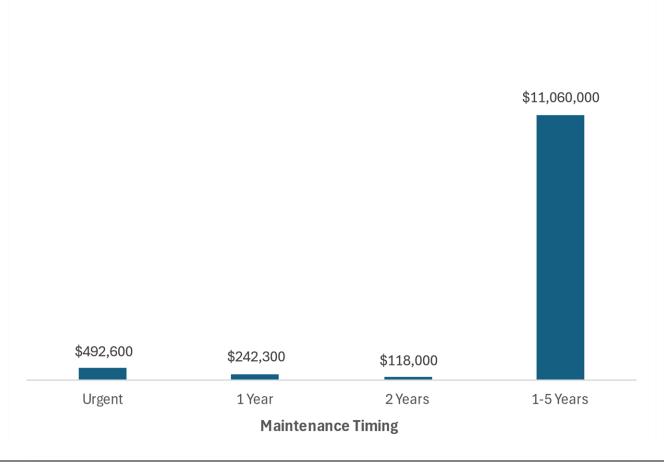
Multiple rigid frame columns have been dented and deformed



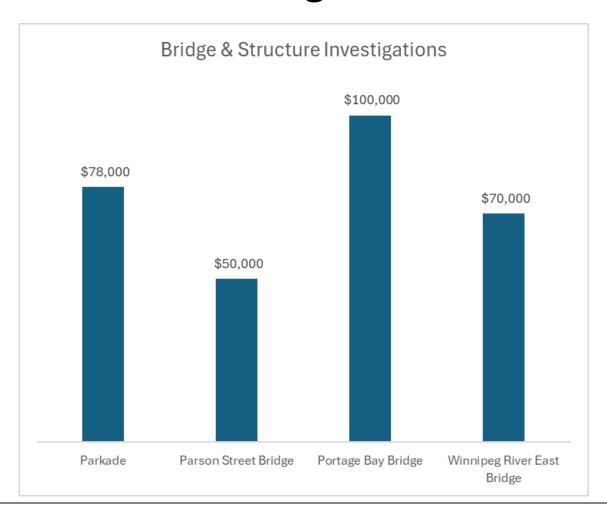


- Difficulty attracting qualified contractors to complete non-capital, maintenance work, due to:
 - Low fees
 - Out-of-town expenses for non-local
 - Ontario contractor requirements that differ from Manitoba
- Recommend grouping maintenance together into larger work packages for tendering and bidding
- Costs may be volatile with political issues between Canada and United States making accurate cost estimates challenging

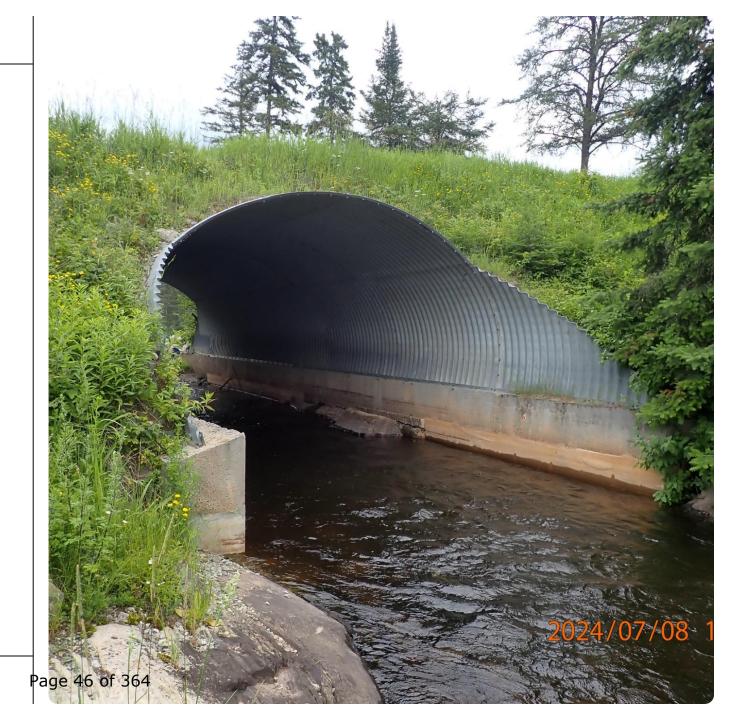








6. BCI Values Comparison

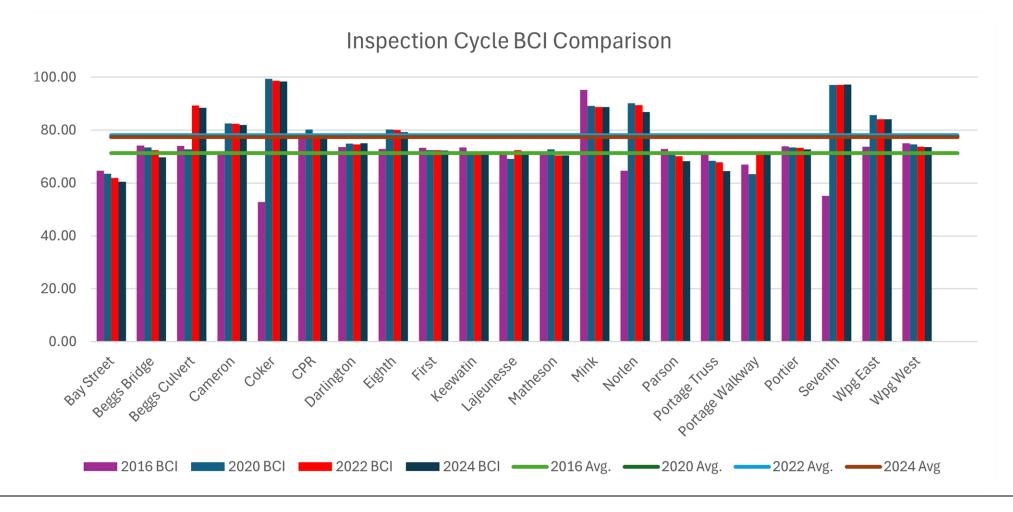


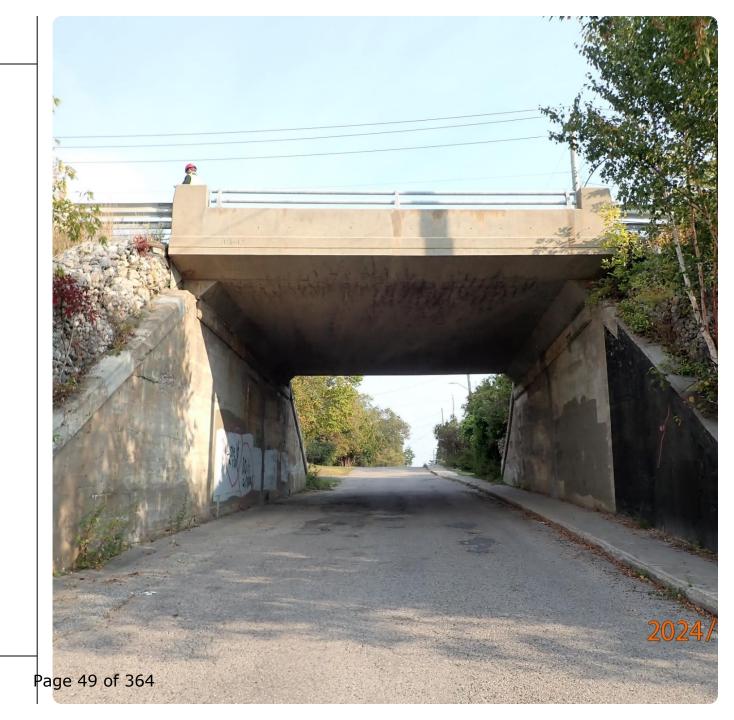


6. BCI Values Comparison

- Review of BCI values from 2016, 2020, 2022, and 2024 indicate consistent change with incremental decreases in BCI
- Trend is showing that repair and rehabilitation is successful for asset value and BCI
- Several structures have improved from Fair to Good condition
- Continuing to follow OSIM guidelines and maintain structures allows for steady stream of repairs vs significant capital cost

6. BCI Values Comparison

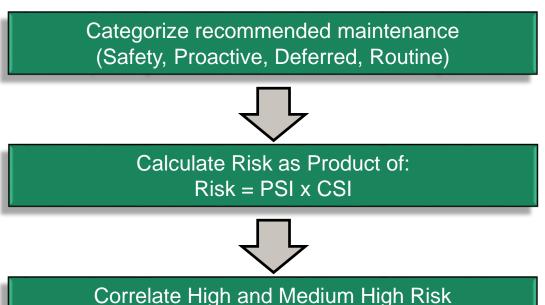






- City of Kenora to continue inspecting structures as per Ontario law:
 - Regular OSIM inspection every 2-years
 - Enhanced OSIM inspection (under bridge crane, climbing, confined space, etc.)
 every 6-years once bridge is 30 years old
 - Or at the frequency recommended in the OSIM reports

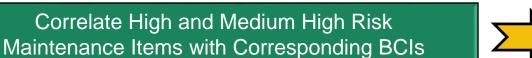
Maintenance Prioritization is key to Bridge Management and to supplement the BCI





PSI: Probability of Service Interruption

CSI: Consequences of Service Interruption



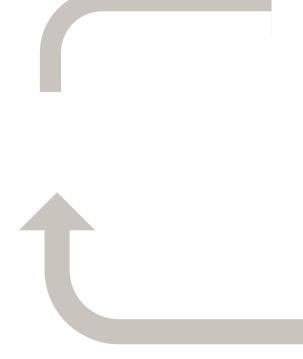
Maintenance Prioritized
Bridge Management Plan Updated



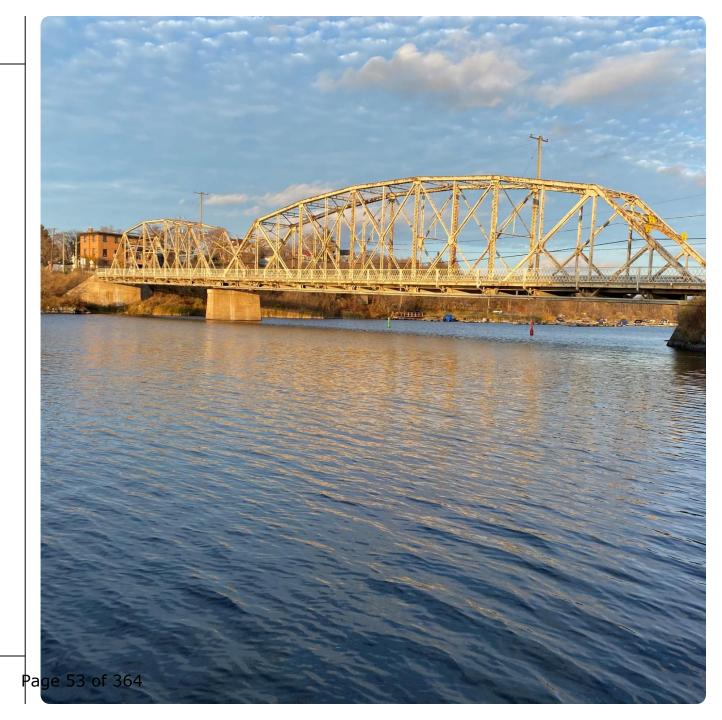
Note: Grouping maintenance packages can also be considered in the prioritization process



Maintenance Prioritization is key to cost effective Bridge Management



8. Questions





Thank you

April 2, 2025



City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Eric Shih, Community Safety and Well-Being Coordinator

Re: Terms of Reference for Community Safety and Well-Being Plan

Implementation Committee

Recommendation:

That Council hereby amends the Terms of Reference for the Crime Prevention and Community Well-Being Advisory Committee's to reflect the City's transition from plan development to plan implementation; and further

That bylaw number 6-2023 be hereby repealed.

Background:

The City's Community Safety and Well-Being Plan was approved by Council at the regular Council meeting on March 18th.

At that same meeting, City administration presented suggestions from the consultant, Christiane Sadeler, for the transition from plan development to plan implementation, including the composition of the Advisory Committee. The approach suggested was to use a sector model report, which in turn would require a revision of the Terms of Reference for the Crime Prevention and Community Well-Being Advisory Committee.

The Terms of Reference has been updated to reflect the changes which incorporates many of the consultant's recommendation for the committee as it shifts focus to implementation. This includes a change in the name of the Committee.

Additional Information

A letter from Darcia Curtis, the Advisory Committee Chair, has been sent to local organizations inviting applications to the implementation committee. The letter has been well received, with replies thanking the committee for the outreach and has already yielded committee applications.

Suggested timelines:

- 1) Application collection for membership to the Committee via the City's standard process (through end of April);
- 2) Council will select new members based on the updated Terms of Reference in May; and
- 3) Newly appointed members will be notified and invited to the Committee meeting in late May-early June.

Budget: N/A

Risk Analysis: There is no risk associated with this report.

The Corporation of the City of Kenora

By Law Number ?? - 20256 - 2023

A By-law to Establish a Terms of Reference for the City of Kenora

Community Safety and Well-Being Plan Implementation Committee

Prevention & Community Well-Being Advisory Committee

Whereas Section 7(2) of the Municipal Act, 2001, as amended authorizes a municipality to enact by-laws respecting matters within the spheres of jurisdiction; and

Whereas the Community Safety and Policing Act, 2019 mandates that: Every municipality shall prepare and, by resolution, adopt a community safety and well-being plan; shall establish an advisory committee; and take any action that the plan requires it to take and shall encourage and assist other entities to take any actions the plan requires those entities to take Whereas Bill 175, Safer Ontario Act (2018) mandates that: the council of every municipality shall prepare, and by resolution, adopt a community safety and well-being plan; and shall establish an advisory committee.

Now Therefore the Council of the Corporation of the City of Kenora hereby enacts as follows:

1. Purpose

- 1.1 The Community Safety and Well-Being Plan Implementation Committee, (CSWBP-IC), hereafter also referred to as the Committee, will provide leadership and serve as a resource, information gathering, and advisory body to the Municipal Council on matters relating to community safety and well-being in the City of Kenora.
- 1.2 The Committee is established to support, coordinate, and monitor the implementation of the Community Safety and Well-Being Plan (2025-2035) for Kenora.
- 1.3 The Committee will help to ensure that the plan's goals and recommended actions are effectively translated into attainable initiatives, with a focus on improving public safety and security, reducing crime, and enhancing community well-being.
- 1.1 The Crime Prevention and Community Well-Being Advisory Committee will provided leadership to the City of Kenera Community Safety and Well-Being Plan.
- 1.2 The Crime Prevention and Community Well-Being Advisory Committee will serve as a resource, information gathering and advisory body to the Municipal Council on matters relating to crime prevention and community well-being in the City of Kenora.

2. Mandate

- 2.1 The mandate of the City of Kenora Crime Prevention and Community Well-Being Advisory Committee is to:
 - a. Supporting the successful implementation of the Community Safety and Well-being Plane (CSWBP).
 - Coordinating the delivery of initiatives outlined in the plan across various sectors, such as law enforcement, health, housing, and social services.

Commented [ES1]: Note we are changing the name to the committee to reflect updated provincial language, which now focuses on "Community Safety" and less emphasis on "Crime Prevention"

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- c. Creating Action Teams which will carry out tangible work related to the priority actions in the Plan.
- d. Providing support and programmatic advice to the Coordinator of Community Safety and Well-being for the City of Kenora.
- e. Monitoring progress, measuring outcomes, and adjusting strategies as necessary to achieve the desired goals through a developmental evaluation process.
- Finalize and recommend to City Council a comprehensive and inclusive final promotion of community safety and well-beingerime prevention and community safety initiatives:
- g. Providing regular updates to the City of Kenora Council, community stakeholders, and the public regarding the progress of the plan's implementation.
- Report to City Council and the community of Kenora on areas of action and progress; other relevant sectors' specific planning and budgeting activities;
 - Increasing collaboration and communication between relevant agencies, community organizations, and residents.
 - Encourage and promote innovation, partnerships, and creativity in community safety and well-being;
 - b.k. Increase awareness about the perception of crime, the risk factors associated involvement in the criminal justice system, and protective factors that reduce risk.

3. Objectives

- 3.1 The CSWBP-IC is a working committee that augments the capacity of the city and other key stakeholders in the community in advancing community safety and well-being. The objectives of the Committee are:
 - a. To help ensure that all actions outlined in the Community Safety Plan are implemented in a timely and efficient manner as per an agreed upon timeline.
 - To model and support collaboration between key sectors that have a role in implementing the plan or can support community safety and well-being in the community of Kenora more generally.
 - To seek alignment with existing efforts that enhance community safety and wellbeing
 - d. To monitor the effectiveness of programs, projects and policies of the CSWBP and recommend modifications or adjustments based on emerging needs or challenges.
 - To promote community engagement and ensure the active participation of residents in the implementation process.
 - f. To contribute resources including resources in-kind to achieve the desired outcomes of the plan.
 - g. To act as ambassadors for the CSWBP by effectively communicating about its benefits and anticipated outcomes.

3.4. Membership and Voting

3.1 4.1 _____At the discretion of Council, the Committee can be comprised of up to twenty-five members representing various sectors, consisting of staff from key agencies, and stakeholders who have a role in the plan's implementation fifteen (15) members representing various sectors. At minimum, it shall include representation from the following sectors:

Voting Members:

- 1. Addictions Services
- 2. All Nations Health Partners
- 3. Business Community
- 4. Child Welfare
- 5. Child and Youth Services
- 6. City Administration
- 7. Community and Social Services
- 8. Disability Services
- 9. Early Years (Child Care)
- 10. Education
- 11. Hospital/Health Services
- 12. Housing
- 13. Indigenous Services Agencies
- 14. Justice Services
- 15. Law Enforcement
- 16. Mental Health Services
- 17. Public Health
- 18. Recreation Services
- 19. Senior Services
- 20. Violence Intervention/Prevention
- 21. Youth Justice
- 22. Community Members at Large

Open seat principle:

Whenever possible a seat should be kept open at the table to be able to extend an invitation to persons with expertise in a specific area of intervention needed at the time for their advice and support. These committee members may represent a population of focus such as: the 2SLGBTQ+ community, newcomers, persons with disabilities, youth, child advocates, etc. or someone with credentials in research, evaluation, communication, etc. Their membership is advisory in nature and time limited to the task at hand. An employee of the municipality;

A member of Council

- 4.2 Members are selected by resolution of Council. The term of the Committee is at the pleasure of Council, up to four years, and is concurrent with the term of Council. The Committee shall, from amongst its members, choose a Chair and a Vice Chair.
- 4.3 Committee Member appointments may, at any time, be revoked at the pleasure of and all appointments are in accordance with Council's Boards & Committees Policy.
- 3.4 4.4 Notwithstanding section (c) Council may reappoint a Board Member to the not more than one term.
- 4.5 Unless Council provides direction otherwise, the Committee appointments and reappointments shall be in accordance with the City's Boards & Committees Policy, subject to any modification, to the extent necessary, required in order to comply with the appointment restrictions established in section 196 of the Municipal Act, 2001 and this By-law.
- 3.6 4.6 Any member of the Committee may terminate his or her term on the Crime Community Well-Being Committee by submitting his or her resignation in writing to the Chair and the Vice-Chair of the Committee. Within seven (7) days of receipt of such resignation, shall be forwarded to the City Clerk.

- 4.7 Unless Council provides direction otherwise, meeting attendance requirements for Committee Members and consequences for absences from such meetings shall be in accordance with the City's Boards & Committees Policy.
- 4.8 Vacancies on the Committee shall be filled in accordance with the City of Kenora's Boards and Committees Policy and this By-law. For greater certainty, decisions respecting the filling of vacancies rest solely with Council.
- 3.8 4.9 Decision-Making: Decisions will generally be made by consensus. If consensus is reached, decisions will be made via majority vote, with the Chair casting the tie-breaking vote if necessary. The issue selection process outlined in the CSWBP (2025-2035) will be utilized to make decisions about whether to engage with emerging situations in community safety and well-being.

Members will:

- a. Actively participate in committee meetings and decision-making processes.
- i.—Have knowledge about the risks and vulnerable populations in the community;
- ii. Have Lived experience with risk factors or part of a vulnerable group in the
- iii. Have uUnderstanding of protective factors needed to address those risks;
- iv. Have e Experience developing effective partnerships in the community;
- Y.—Have eExperience with ensuring equity, inclusion, and accessibility in their initiatives;
- vi. Possess the authority to make decisions on behalf of their respective organizations regarding resources and priorities, or will be empowered to do so for the purposes of implementation of the Plan; The authority to make decisions on behalf of their respective organizations regarding resources and priorities, or will be empowered to do so for the purposes of finalizing the Plan;
- h. Implement action items in their respective areas of responsibility.
- vii. Be able to allocate sufficient time during the day for participation in regularly scheduled meetings; and
 - Be able to allocate sufficient time to review the agenda, minutes and any applicable documentation in advance of each regularly scheduled meeting;
 - k. Chair, co-chair or participate in actions teams that may be formed from time to time to deal with specific projects and/or plan activities.
 - I. Monitor the progress of their designated initiatives and report regularly on outcomes.
 - m. Provide feedback on the effectiveness of the strategies and recommend adjustments when necessary.
 - <u>n. Seek to uphold the integrity of sector representation which includes reach, expertise</u> and credibility in their respective sectors.
 - o. Adhere to the City of Kenora committee polices and guidelines.
- 43.10 Additional Committee Members may be appointed by Council pending the growth of activities undertaken.

4. Remuneration

- 4.1 All Committee Members shall act in all of their capacities with the Committee without remunoration.
- 4.2 Committee Members may be reimbursed for reasonable expenses incurred by them on behalf of the Committee, provided that such expenses were incurred in good faith for the purposes of the Committee and such expenses are authorized in the budget of the Committee.

5. Chair

5.1 The Committee shall elect a chairperson and vice chairperson from its members at the first meeting of each year and hold the office for one year up to a maximum of three years. The Vice-Chair does not automatically assume the role of the Chair at the next election. The Committee shall elect a chairperson and vice chairperson from its members at the first meeting of each year and hold the office for one year.

5.2 The Chair shall:

- Preside at all Committee meetings and exercise authority and performs duties as required
- Provide guidance and leadership to the Committee in the completion of its mandate
- Enforce on all occasions the conduct of the Members
- Expel any person for improper conduct
- Control delegation protocol and process during meetings
- Preserve order and decorum and decides questions of order
- Work closely with the Coordinator of Community Safety and Well-being in updating the public on the plan's progress
- Report to the City Council on implementation committee developments including the status and outcomes of the plan's implementation.
- Be the spokesperson for the committee.

5.3 The Vice Chair

• Act in the Chair's absence and assumes the roles and responsibilities of the Chair.

6. Meetings and Administration

- 6.1 Regular meeting dates are to be established by the Committee at the first meeting of the calendar year. The location and frequency of meetings will be at the discretion of the Committee, however, not less than five (5) meetings shall be held in one calendar year.
- 6.2 Special or emergency Committee meetings may be called by the Chair, on his or her own initiative, at the request of any Committee member, or at the request of the non-voting members. Notice of the meeting shall be by telephone or electronically sent to each Committee Member, including non-voting, not less than three (3) days before the requested meeting.
- 6.3 A Committee meeting must be called if a requisition is signed by at least three (3) members of the Committee.
- 6.4 Reasons for the calling of the special or emergency meeting, including why it is being called on short notice, if applicable, shall be provided by the Chair with the notice of the calling of the meeting.
- 6.5 Members of the Committee should strive to attend committee meetings in order to provide for effective participation. The failure of any committee member to attend three (3) consecutive meetings without giving written notice to the chairperson will result in the termination of membership from the committee, in accordance with the City's Board and Committee's policy.
- 6.6 The City of Kenora will provide sufficient resources and staff for conducting the business of the Committee. This will include, but not be limited to; taking meeting minutes, assisting the chairperson in developing an agenda, the circulation of meeting notices and minutes and the advertisement and organization of public meetings.

- 6.7 The Committee shall work closely with the resource staff but shall not have direct line authority over the staff. It is acknowledged, however, that there shall be occasions when the Chairperson of the Committee must direct the Community Safety and Well-Being Coordinator to carry out work.
- 6.8 The City of Kenora will also provide administrative support in any media releases, reports and recommendations developed by the committee.
- 6.9 Unless otherwise provided in this By-law, meetings shall be conducted according to the most recent edition of Robert's Rules of Order Newly Revised.
- 6.10 All meetings shall be open to the public and no person shall be excluded except for improper conduct.
- 6.11 All Members of the Public Shall:

Respect the decorum of the Committee and shall refrain from public outbursts, shouting or behavior intended to disrupt the debate, discussion and or general proceedings of the Committee. The Chair may request that a member of the public vacate the meeting room if their behavior is deemed to be disruptive to the business that is at hand. The Chair may unilaterally suspend the meeting until order is restored in the meeting room.

7. Deputations

- 7.1 An individual/group/organization who is not a member of Council or staff, who wishes to appear before the Committee must request to make a deputation to the committee.
- 7.2 Such persons shall have no more than five (5) minutes to address Members. The Chair may use their discretion should the five minute time-frame not be met.
- 7.3 If a Deputation Request (with or without the completed Request Form) is received at the commencement of a meeting, the discretion rests with the Chair as to whether or not the Deputation will be heard.

No Deputant shall:

- 1. Speak without first being recognized by the Presiding Chair
- 2. Speak disrespectfully of any person
- 3. Use offensive words or gestures, or make abusive comments,
- 4. Speak on any subject other than the subject stated on their Deputation Request Form
- 5. Disobey the Rules of Procedure or a decision of the Committee

Conduct by the Public

Members of the public, who constitute the audience at a meeting, shall not:-

- > Address the Committee without permission
- Bring signage, placards or banners into such meetings
- > Engage in any activity or behaviour that would affect the deliberations
- Allow cellular phones to ring so as to disrupt the proceedings

8. Quorum

8.1 At any meetings of this Committee, the presence of a majority of the membership is necessary for a quorum and for the transaction of business.

- 8.2 Subject to section 7 of the Municipal Conflict of Interest Act, a majority of the members shall constitute a quorum.
- 8.3 Meetings may be held and motions may be voted upon in person or by electronic means. With respect to an electronic vote, such vote must be approved by the Committee in advance of the vote.
- 8.4 A vacancy in the membership or the absence or inability of a member to act does not impair the powers of the Committee or of the remaining members.

9. Board Member Conduct

9.1 Municipal Conflict of Interest Act

Committee Members may have pecuniary conflict of interest as they have decision-making ability. Members should be cognizant of any conflict of interest or perceived conflict in terms of issues which may serve to benefit them personally.

- 9.2 Members of the Committee shall carry out their duties in good faith and with the best interests of The Committee in mind.
- 9.3 With regards to their conduct, Committee Members are governed by all applicable laws and policies, including but not limited to the *Municipal Conflict of Interest Act*, Part V.1 of the *Municipal Act*, 2001 and the Code of Conduct of the City for members of council and local boards.
- 9.4 Members must adhere to the Code of Conduct in this bylaw when attending in an electronic format and all decorum and rules apply while attending remotely.
- 9.5 Committee Values: The Committee will be guided by the foundational commitments to collaboration approved by the former Crime Prevention and Community Well-Being Advisory Committee and as outlined in the CSWBP (see attached).

104. Remuneration

- <u>104.1</u> All Committee Members shall act in all of their capacities with the Committee without remuneration.
- 104.2 Committee Members may be reimbursed for reasonable expenses incurred by them on behalf of the Committee, provided that such expenses were incurred in good faith for the purposes of the Committee and such expenses are authorized in the budget of the Committee.

10. Limits on Authority

- 10.1 Notwithstanding any other provision in this By-law, the Committee is not authorized to do any of the following, all such authority remains solely with Council:
 - a) incur any debts, liabilities or obligations that have not been approved by Council through its budget process;

- acquire any real property or sell or otherwise transfer or dispose of any real property; or
- subject to the limits established by Council from time to time, sell or otherwise dispose of any personal property that is acquired through Committee recommendations.
- 10.2 The Committee acts as a whole and no member of the Committee has authority to incur, and shall not purport to incur, any debt, liability or obligation on behalf of the Crime Prevention Council or the City, without having previously obtained the consent of Crime Prevention Council or Municipal Council, as the context requires.

11. Reporting to Council

- 11.1 The Committee reports to Council shall be reported through the Corporate Services Department. The liaison for resource staff to the Committee shall be the Community Safety and Well-Being Coordinator.
- 11.2 The Committee shall report to the municipal Council through presentation of the Community Safety and Well-Being Plan and subsequent updates and annual reports on progress on implementing the Plan and key indicators of community safety and well-being.
- 11.3 The Committee shall present additional reports and information it deems appropriate to inform the municipal Council and community at large of the actions, activities, and programs of the Committee.

12. Committee Minutes

- 12.1 The City shall designate a person to be responsible for the recording of the Committee minutes.
- 12.2 The official copy of the minutes shall be forwarded to the City Clerk for safekeeping and shall be stored at City Hall, 1 Main Street South, Kenora, ON, or at such other location as Council may require.

12. Regular Review of this Authority

This policy shall be reviewed during the term of each Council or more frequently, as required. This review may be initiated by City Council, at its discretion, or by the Committee upon written request to City Council.

13. Repeal

That bylaw number 6 - 202363-2021 be hereby repealed.

14. Effective Date

This By-law shall come into force and take effect on the final passing hereof.

By-law read a First and Second Time this ??15th day of ??-February, 20253

By-law read a Third and Final Time this ??45th day of ??February, 20253

The Corporation of the City of Kenora:-

 Andrew Poirier, Mayor
 Heather Pihulak, City Clerk



March 27, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Ryan Marsh, Director of Finance/Treasurer

Re: Kenora Citizens' Prosperity Trust Fund and Other Investments –

2024 Quarter 4

Recommendation:

That Council of the City of Kenora hereby accepts the 2024 fourth quarter investment report that includes details of the Kenora Citizens' Prosperity Trust Fund and other City of Kenora investments.

Background/History

Citizens' Prosperity Fund:

In 2008, City Council approved the establishment of the Kenora Citizens' Prosperity Trust Fund (KCPTF). The proceeds from the sale of Kenora Municipal Telephone System, KMTS Mobility and KMTS entities of \$40,896,446 were transferred to this fund. The purpose of the Fund is to safeguard the principal while using the related investment income to eliminate the negative impacts resulting from the loss of the annual dividends from the telephone operations.

In 2020 Council, on administration's recommendation moved the City's investments to the Prudent Investor regime. Municipalities delegate their investing powers to a Joint investment Board. The City transferred a total investment of \$41,411,501 and consisted of a number of portfolios.

Citizen Prosperity Trust Fund Investments					
2020					
Description	Amount (\$)				
Citizens' Trust Fund - RBC dexia	4,580,311				
Debentures	11,749,037				
CIBC Melion in Trust	4,937,008				
One Bond Fund - Citizens' Trust	20,145,145				
	41,411,501				

Table 1- Schedule of transferred investment portfolio in 2020.

The first KCPTF portfolio is with ONE Public Sector Group of Funds. The book value then was \$20,145,145 and this accounted for 48% of the Trust Fund Investment Portfolio. This portfolio is held in bonds, universal corporate bond, and equity funds. The second portfolio of \$4,937,008 in securities from RBC Dexia was transferred to CIBC Mellion in trust to be monitored by the ONE JIB. The movement to trust status was to allow the

securities to be moved over on a more gradual basis as opposed to liquidating all the securities at once. As the securities mature, they will be moved to ONE Investment. The third portfolio of \$4,580,311 remained with Manulife Asset Management, with RBC Dexia as custodians. Securities held in this portfolio are banks, provincial and federal government issues. In addition, KCPTF held \$11,749,037 in debentures as at December 31, 2019.

Background Other Investments:

The City of Kenora maintains general investment portfolios separate from the Kenora Citizen's Prosperity Trust Fund. These investments were entirely held in the ONE Public Sector Group of Funds, and most were transferred to the Prudent Investors regime as well. The market value of these investments as at December 31,2020 was \$19,048,063. This portfolio is held in bonds, universal corporate bonds, and equity funds. The City also held at that time \$5,755,356 in a high interest savings account outside the Prudent Investor regime in the ONE Public Sector Group of Funds.

Current Position (as at December 31, 2024)

Kenora Citizen Prosperity Trust Fund:

As at December 31,2024, the total market value of KCPTF portfolio was \$46,842,727 as compared to \$45,682,123.07 on December 31, 2023. The consolidated portfolio annual return was 7.2% and the return since inception is 4.4%. The 2024 market saw strong equity gains, led by resilient economic growth, easing inflation, and falling interest rates. The ending balance includes the redemptions for the annual dividend transfer.

The KCPTF portfolio consists of Canadian Bonds and Canadian Equities as well as Global Bonds and Equities. The portfolio, with Manulife Asset management and RBC Dexia as custodians, is held in banks, provincial and federal government issues/financial instruments. The CIBC Mellion in trust pledged to the ONE JIB is composed of government bonds.

Kenora Citizen Prosperity Trust Fund Investment								
Description 2024 2023								
The Kenora Citizen Prosperity Trust Fund - RBC Dexia	2,758,838	3,876,906						
One Bond Fund - Citizens' Trust	43,855,994	39,752,073						
Pledged to ONE JIB - CIBC Mellon in Trust	226,941	2,032,830						
Cash Account Balance	954	20,314						
Portfolio Total	46,842,727	45,682,123						

^{*}includes annual dividend transfers

Table 2 - The KCPTF portfolio at market value

Other investments:

The City High Interest Savings Account has a balance of \$8,632,572.87 at the end of 2024 as compared to \$7,511,807.37 for 2023. The interest rate was 4.275% as of December 31, 2024. The portfolio is outside the Prudent Investor regime in the ONE Public Sector Group of Funds.

The City of Kenora maintains investment portfolios separate from the Kenora Citizen's Prosperity Trust Fund. These investments are entirely held in the ONE Public Sector Group of funds. The portfolio has a book value of \$20,328,211.20. The market value was \$22,505,222.20 as of December 31, 2024, compared to \$20,581,017.90 as of December 31, 2023. The consolidated portfolio annual rate of return was 9.2% and since inception is 6.4%. This portfolio is held in bond, universal corporate bond, and equity funds.

Market Outlook:

Inflation, indications of future economic growth, and political changes – both in the US and Canada – will drive interest rates and related central bank policy decisions into 2025.

The current geopolitical uncertainties and threats/use of tariffs will inject volatility into the financial markets. Large scale tariffs coupled with retaliation will result in higher prices, reduced economic activity and higher unemployment. The size, scope and duration of the tariffs will dictate the ultimate impact on the economy, although the longer and more persistent the greater the chances are of a recession.

Key takeaways:

- Tariffs are taxes that a government places on goods and services imported from other countries.
- The importing company or entity is responsible for paying the tariff to the government, and the increased cost may be passed on to consumers in the form of higher prices.
- The introduction of new tariffs on Canadian imports by the U.S. government could have a negative impact on both economies.
- Tariffs introduce a layer of uncertainty as they can affect spending, trade flows, supply chains, exchange rates, employment, economic growth and inflation.

Transition to OCIO

The ONE investment Joint Investment Board has approved an OCIO offering; outsourced Chief Investment Officer, or, more broadly, outsourced investment management. Philips, Hager and North, Institutional (PH&N) was selected through a competitive tendering process and will provide continued improvement of ONE's Prudent Investment Offerings. The transition began on March 1, 2025.

The offering will increase the number of eligible investments funds to 34 versus the 5 currently available. Increase flexibility is provided to meet each municipality's unique circumstances. ONE Investment will continue as our key contact. As part of the transition the investments in the five ONE Investments Funds will be sold and units of PH&N funds will be purchased with investment gains being recognized. The quarterly statements will have a different look and feel but should provide the required reporting information. Fees will be at or below current levels with our Founder discount being in place until 2030.

Budaet:

There is no expected budget impact because of this report.

Risk Analysis:

The risk associated with this report is moderate. The Funds are exposed to market volatility and returns vary based on market conditions and general economic outlook.

Page **3** of **4**

Communication Plan/Notice By-law Requirements:

For information only, no further communication is required.

Strategic Plan or other Guiding Document:

Report is required per policy AF 4-2.

Appendix 1 - Kenora CPTF ONE Investment Report December 31, 2024

Appendix 2 - Kenora CPTF Manulife Report December 31, 2024

Appendix 3 – Kenora General Account ONE Investment Report December 31, 2024

Appendix 4 – Kenora General Account ONE Investment – High Interest Savings Account (HISA) December 31, 2024



QUARTERLY

INVESTMENT REPORT

For The Period Ended December 31, 2024

Kenora CPTF - Prudent Investor Portfolio

1 Main Street South Ryan Marsł

Kenora, ON Director of Finance/City Treasure

P9N 3X2 rymarsh@kenora.ca (8O7)-467-2013

ONE Investment

155 University Ave, Suite 800 Marie Wong Takishita, Client Service Representative

Relationship Manager

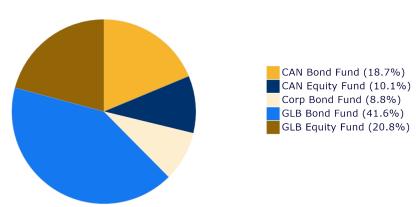
oronto, Ontario 416-971-985



Kenora CPTF - Prudent Investor Portfolio Executive Summary for the Quarter Ended December 31, 2024

	Time-Weighted Rate of Return in CAD for Consolidated Holdings							Inception
	Quarter	Year to date	1 Year	2 Years	3 Years	5 Years	Inception	Date
Consolidated Portfolio Returns	0.3%	7.2%	7.2%	8.3%	2.7%	-	4.4%	07/02/2020

Overall Asset Allocation



Consolidated Portfolio Activity for Quarter

	Starting			Change in		Ending
Portfolio	Balance	Contribution	Withdrawals	Market Value	Income	Balance
CAN Bond Fund	8,168,141.26	-	-	(202,540.97)	246,778.24	8,212,378.53
CAN Equity Fund	4,268,226.76	-	-	(243,897.88)	386,111.70	4,410,440.58
Corp Bond Fund	3,843,680.35	-	-	(103,802.06)	109,044.94	3,848,923.23
GLB Bond Fund	18,267,745.36	180,781.14	-	(894,973.90)	689,756.95	18,243,309.55
GLB Equity Fund	8,997,727.48	-	-	44,027.43	99,187.36	9,140,942.27
Total	43,545,521.21	180,781.14	0.00	(1,401,187.38)	1,530,879.19	43,855,994.16



Kenora CPTF - Prudent Investor Portfolio Performance History At December 31, 2024

Performance by Fund

% Annualized Returns

		Year to						Since Inception	Inception Date
	Quarter	Date	1 Year	2 Years	3 Years	4 Years	5 Years		
ONE Canadian Equity Fund	3.3	20.9	20.9	19.2	9.4	12.1	-	14.6	07/02/2020
ONE Global Equity Fund	1.5	11.2	11.2	14.3	5.2	9.1	-	9.6	07/02/2020
ONE Canadian Corporate Bond Fund	0.1	4.6	4.6	5.4	0.6	-0.1	-	0.1	07/02/2020
ONE Canadian Government Bond Fund	0.5	4.4	4.4	3.8	1.1	0.5	-	0.7	07/02/2020
ONE Global Bond Fund	-1.1	3.9	3.9	5.2	0.3	0.3	=	1.3	07/02/2020

Performance by Outcome

% Annualized Returns

		Year to						Since	Inception
	Quarter	Date	1 Year	2 Years	3 Years	4 Years	5 Years	Inception	Date
JIB2KENCSTAB	0.3	7.2	7.2	8.3	2.7	3.6	-	4.4	07/02/2020



Manager Commentary - Canadian Equity For the Quarter Ended December 31, 2024

QUARTERLY REVIEW

Canadian equities emerged as one of the best-performing global equity markets in the fourth quarter of 2024, delivering a total return of close to 4%. This was slightly stronger than U.S. equity markets, where large-cap technology stocks performed well. Canada also outperformed most international equity markets, many of which experienced negative returns in the quarter. The ONE Canadian Equity portfolio produced returns of 3.3% in the quarter, bringing full-year returns to 20.9%.

Concerns persist about the Canadian economy's ability to achieve a soft landing, as tight monetary policy has helped address inflation issues but has also moderated economic activity. This is in contrast to the U.S. economy which has surprised to the upside in recent months. While it was widely anticipated at the start of the quarter that the US Federal Reserve would aggressively cut interest rates, positive economic surprises and strength in labour markets changed the outlook. Fewer cuts are now anticipated, and US bond yields have moved higher. This led to weakness in the Canadian dollar in the quarter.

The Canadian Technology sector was much stronger in the quarter than other sector, rallying over 20%. Shopify explained almost all of this performance as it represents nearly half of the sector by weight, rallying 41% in the quarter. The ONE portfolio holds no Shopify, so it did not benefit from its strength. The portfolio's large holding in Atkinsrealis Group had a strong positive impact on portfolio returns as this stock had returns of 38.8% in the quarter.



Manager Commentary - Global Equity For the Quarter Ended December 31, 2024

QUARTERLY REVIEW

In the fourth quarter, equity markets had mixed returns, with divergent patterns of returns seen across the global equity markets. Strength in equity returns was experienced in Japanese, Canadian, and US equity markets, but flat or negative returns were seen across other markets. The ONE Global Equity Fund had returns of 1.5% in the fourth quarter of 2024, bringing full-year returns to 11.2%.

The movement of currency markets also significantly impacted returns, as the US dollar strengthened in the quarter compared to other major global currencies. This was in response to economic data that suggested continued strength in the US economy and tight labour markets. This diminished the need for aggressive interest rate cuts in the future, changing the interest rate outlook. The US 10-year bond yield rose in the quarter from about 3.8% to 4.5%, contributing to the strength in the US dollar. As over half of the fund is invested in US-listed stocks, the currency effect had a significant positive impact on fund returns.

In the US market, large-capitalization technology stocks again outperformed the broader equity market with the "Magnificent 7" stocks (Alphabet, Amazon, Apple, Meta Platforms, Microsoft, NVIDIA and Tesla) up almost 16%, while the S&P 500 stocks had returns of 2.4% for the quarter. This theme has persisted for the last two years, leading to very strong returns in a very narrow segment of the market, with the rest of the market experiencing more modest returns. The Fund has limited exposure to the "Magnificent 7" stocks and was able to participate partially in their strength.



Manager Commentary - Fixed Income For the Quarter Ended December 31, 2024

QUARTERLY REVIEW

Global bond markets had mixed returns in the fourth quarter as fixed-income markets responded to changing circumstances. The US bond markets were up about 3%, while Canadian fixed-income markets were flat in the quarter. Most other global bond markets experienced negative returns in the quarter. This pattern was reflected in the performance of ONE Investment's bond funds. The ONE Canadian Corporate Bond Portfolio produced returns of 0% in the quarter, and the ONE Canadian Government Bond Portfolio had returns of 0.3%. In comparison, the ONE Global Bond Fund had negative returns of 1.1%. For the full 2024 calendar year, the three bond funds had more substantial returns of 4.6%, 4.8%, and 3.9%, respectively.

The Bank of Canada reduced their policy interest rate twice in the quarter, with the rate dropping by 1% in total, ending the year at 3.25%. As the rate cuts were widely anticipated, they had little effect on bond prices in the quarter. The Canadian central bank has lowered interest rates aggressively in the latter half of 2024 as efforts to dampen inflation over the last few years have been successful, providing flexibility for rate cuts. Interest rates were raised aggressively in 2022 and 2023 to dampen economic growth and helping to relieve inflation pressures, but since May 2024, the overnight lending rate has declined from 5.0% to 3.25%.

The Canadian and U.S. economies are tracking very differently, with Canada facing a challenging growth backdrop compared to continued resilience in the U.S. The economic data in the third quarter indicated that the US economy is not showing signs of economic slowdown, and labour markets remain tight. This has affected the interest rate outlook, leading to rising long-term interest rates in the quarter, and the market now expects less aggressive rate cuts by the US Federal Reserve. This has led to weakness in the Canadian dollar in late 2024.



Kenora CPTF - Prudent Investor Portfolio Consolidated Portfolio Holdings in CAD As of December 31, 2024

Security	Quantity	Unit Cost	Book Value	Price	Market Value	% Weight
CAN Equity Fund	2,965.267	1,120.50	3,322,590.96	1,487.36	4,410,440.58	10.06%
GLB Equity Fund	6,770.285	1,070.82	7,249,822.79	1,350.15	9,140,942.27	20.84%
Corp Bond Fund	4,124.234	972.16	4,009,418.41	933.24	3,848,923.23	8.78%
CAN Bond Fund	8,433.279	957.94	8,078,656.20	973.80	8,212,378.53	18.73%
GLB Bond Fund	21,017.260	971.55	20,419,351.62	868.01	18,243,309.55	41.60%
					43,855,994.16	100.00%



Kenora CPTF - Prudent Investor Portfolio Holdings by Account At December 31, 2024

Account Name: Kenora - Stable Return Outcome

Account Number: 570050179

For the Quarter Ending December 31, 2024

Holdings	Quantity	Unit Cost	Book Value	Price	Market Value	Weight	Market Value Gain (Loss)	Income Received
Corp Bond Fund	4,124.23	972.16	4,009,418.41	933.24	3,848,923.23	8.7%	(103,802.06)	109,044.94
CAN Equity Fund	2,965.26	1,120.50	3,322,590.96	1,487.36	4,410,440.58	10.0%	(243,897.88)	386,111.70
CAN Bond Fund	8,433.27	957.94	8,078,656.20	973.80	8,212,378.53	18.7%	(202,540.97)	246,778.24
GLB Bond Fund	21,017.26	971.55	20,419,351.62	868.01	18,243,309.55	41.6%	(894,973.90)	689,756.95
GLB Equity Fund	6,770.28	1,070.82	7,249,822.79	1,350.15	9,140,942.27	20.8%	44,027.43	99,187.36
			43,079,839.98	_	43,855,994.16	100.0%	(1,401,187.38)	1,530,879.19

Kenora CPTF - Prudent Investor Portfolio Performance History At December 31, 2024

% Annualized Returns

		Year						Since	Inception
	Quarter	to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Inception	Date
Return Net of Fees	0.3	7.2	7.2	8.3	2.7	3.6	-	4.4	07/02/2020
			% Calen	dar Year Ret	urns				
		2024	2023	2022	2021	2020	2019		
Return Net of Fees		7.2	9.5	-7.5	6.2	-	-		



Kenora CPTF - Prudent Investor Portfolio Transaction Summary for the Quarter Ended December 31, 2024

TRANSACTION SUMMARY

Account Name: Kenora - Stable Return Outcome

Account Number: 570050179

TRANSACTION TYPE	SECURITY	TRADE DATE	SETTLEMENT DATE	QUANTITY	TRADE AMOUNT (CAD)
Buy	GLB Bond Fund	10/28/2024	10/28/2024	6.42	5,781.14
Buy	GLB Bond Fund	12/18/2024	12/18/2024	193.38	175,000.00
Reinvested Distributions	CAN Bond Fund	12/31/2024	12/31/2024	253.41	246,778.24
Reinvested Distributions	Corp Bond Fund	12/31/2024	12/31/2024	116.84	109,044.94
Reinvested Distributions	GLB Bond Fund	12/31/2024	12/31/2024	794.63	689,756.95
Reinvested Distributions	CAN Equity Fund	12/31/2024	12/31/2024	259.59	386,111.70
Reinvested Distributions	GLB Equity Fund	12/31/2024	12/31/2024	73.46	99,187.36



Kenora CPTF - Prudent Investor Portfolio COMPLIANCE CERTIFICATE December 31, 2024

In accordance with the terms of section 8.02 of the ONEJIB Agreement dated as of July 2, 2020 (the "ONE JIB Agreement") ONE Investment confirms as follows:

With respect to the quarter ended December 31, 2024 to the best of the knowledge and belief of ONE Investment, all assets of the Participating Municipality under the management and control of ONE JIB pursuant to the ONE JIB Agreement have been invested and are held in accordance with the terms of the ONE JIB Agreement, and in a manner consistent with the IPS and the Investment Plan of the Participating Municipality.

Keith Taylor, Chief Investment Officer, ONE Investment

On the behalf of the ONE Joint Investment Board



City Of Kenora - CPTF In-kind securities As At December 31,2024

Identifier	Description	Maturity	Price	Quantity	Market Value
CA13509PHN65	CANADA HSG TR NO 0.95 15JUN25 144A	2025-06-15	99.041	89,000.00	88,146.49
CA68333ZAK36	ONTARIO PROV MED TERM 1.75 08SEP25	2025-09-08	99.139	140,000.00	138,794.60
				Total Bonds=	226,941.09
				Cash =	953.89



YEAR-END TRANSACTION REPORT

For The Period Ended December 31, 2024

Kenora CPTF - Prudent Investor Portfolio

1 Main Street South Ryan Marsh

Kenora, ON Director of Finance/City Treasure

rymarsh@kenora.ca (807)-467-2013

ONE Investment Relationship Manager

155 University Ave, Suite 800 Marie Wong Takishita, Client Service Representative

oronto, Ontario 416-971-985



Kenora CPTF - Prudent Investor Portfolio For the Period December 31, 2024 (Consolidated Holdings)

Book Value Summary by Security

Security	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
CAN Bond Fund	7,387,877.96	444,000.00		246,778.24				8,078,656.20
CAN Equity Fund	2,936,479.26			386,111.70				3,322,590.96
Corp Bond Fund	3,547,348.29	353,025.18		109,044.94				4,009,418.41
GLB Bond Fund	18,721,151.49	1,008,443.18		689,756.95				20,419,351.62
GLB Equity Fund	7,623,246.63	150,000.00	750,000.00	99,187.36		127,388.80		7,249,822.79
Total	40,216,103.63	1,955,468.36	750,000.00	1,530,879.19	0.00	127,388.80	0.00	43,079,839.98

Market Value Summary by Security

Security	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
CAN Bond Fund	7,425,834.93	444,000.00		246,778.24		95,765.36	8,212,378.53
CAN Equity Fund	3,647,485.57			386,111.70		376,843.31	4,410,440.58
Corp Bond Fund	3,323,670.45	353,025.18		109,044.94		63,182.66	3,848,923.23
GLB Bond Fund	16,555,951.98	1,008,443.18		689,756.95		(10,842.56)	18,243,309.55
GLB Equity Fund	8,799,130.44	150,000.00	750,000.00	99,187.36		842,624.47	9,140,942.27
Total	39,752,073.37	1,955,468.36	750,000.00	1,530,879.19	0.00	1,367,573.24	43,855,994.16



Kenora CPTF - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account

Book Value Summary by Account

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB2KENCSTAB	40,216,103.63	1,955,468.36	750,000.00	1,530,879.19		127,388.80		43,079,839.98
Total	40,216,103.63	1,955,468.36	750,000.00	1,530,879.19	0.00	127,388.80	0.00	43,079,839.98

Market Value Summary by Account

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB2KENCSTAB	39,752,073.37	1,955,468.36	750,000.00	1,530,879.19		1,367,573.24	43,855,994.16
Total	39,752,073.37	1,955,468.36	750,000.00	1,530,879.19	0.00	1,367,573.24	43,855,994.16



Kenora CPTF - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for CAN Bond Fund

Book Value Summary by Account for CAN Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB2KENCSTAB	7,387,877.96	444,000.00		246,778.24				8,078,656.20
Total	7,387,877.96	444,000.00	0.00	246,778.24	0.00	0.00	0.00	8,078,656.20

Market Value Summary by Account for CAN Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB2KENCSTAB	7,425,834.93	444,000.00		246,778.24		95,765.36	8,212,378.53
Total	7,425,834.93	444,000.00	0.00	246,778.24	0.00	95,765.36	8,212,378.53



Kenora CPTF - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for CAN Equity Fund

Book Value Summary by Account for CAN Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB2KENCSTAB	2,936,479.26			386,111.70				3,322,590.96
Total	2,936,479.26	0.00	0.00	386,111.70	0.00	0.00	0.00	3,322,590.96

Market Value Summary by Account for CAN Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB2KENCSTAB	3,647,485.57			386,111.70		376,843.31	4,410,440.58
Total	3,647,485.57	0.00	0.00	386,111.70	0.00	376,843.31	4,410,440.58



Kenora CPTF - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for Corp Bond Fund

Book Value Summary by Account for Corp Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB2KENCSTAB	3,547,348.29	353,025.18		109,044.94				4,009,418.41
Total	3,547,348.29	353,025.18	0.00	109,044.94	0.00	0.00	0.00	4,009,418.41

Market Value Summary by Account for Corp Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB2KENCSTAB	3,323,670.45	353,025.18		109,044.94		63,182.66	3,848,923.23
Total	3,323,670.45	353,025.18	0.00	109,044.94	0.00	63,182.66	3,848,923.23



Kenora CPTF - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for GLB Bond Fund

Book Value Summary by Account for GLB Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB2KENCSTAB	18,721,151.49	1,008,443.18		689,756.95				20,419,351.62
Total	18,721,151.49	1,008,443.18	0.00	689,756.95	0.00	0.00	0.00	20,419,351.62

Market Value Summary by Account for GLB Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB2KENCSTAB	16,555,951.98	1,008,443.18		689,756.95		(10,842.56)	18,243,309.55
Total	16,555,951.98	1,008,443.18	0.00	689,756.95	0.00	(10,842.56)	18,243,309.55



Kenora CPTF - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for GLB Equity Fund

Book Value Summary by Account for GLB Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB2KENCSTAB	7,623,246.63	150,000.00	750,000.00	99,187.36		127,388.80		7,249,822.79
Total	7,623,246.63	150,000.00	750,000.00	99,187.36	0.00	127,388.80	0.00	7,249,822.79

Market Value Summary by Account for GLB Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB2KENCSTAB	8,799,130.44	150,000.00	750,000.00	99,187.36		842,624.47	9,140,942.27
Total	8,799,130.44	150,000.00	750,000.00	99,187.36	0.00	842,624.47	9,140,942.27



APPENDIX



ONE JIB - Outcome Framework - Target Allocations

								Allocation	<u>1</u>	
Outcome	HISA	Canadian Equity Fund	Global Equity Fund	Canadian Government Bond Fund	Canadian Corporate Bond Fund	Global Bond Fund	Equity	Fixed Income	Cash	Total
Cash	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%			100.0%	100%
Stable Return	10.0%	9.0%	21.0%	9.0%	9.0%	42.0%	30.0%	60.0%	10.0%	100%
Contingency	0.0%	18.0%	42.0%	6.0%	6.0%	28.0%	60.0%	40.0%		100%
Asset Management	0.0%	27.0%	63.0%	1.5%	1.5%	7.0%	90.0%	10.0%		100%
Target Date 3-5	20.0%	3.0%	7.0%	10.5%	10.5%	49.0%	10.0%	70.0%	20.0%	100%
Target Date 5-10	0.0%	15.0%	35.0%	7.5%	7.5%	35.0%	50.0%	50.0%		100%
Target Date 10+	0.0%	22.5%	52.5%	3.75%	3.75%	17.5%	75.0%	25.0%		100%



ONE JIB - Outcome Framework - Defined

					<u>Allocation</u>		
Outcome Category	Outcome Strategy	Objective	Risk Tolerance, Liquidity	Investment Horizon	Equity	Fixed Income	Cash
Cash	Cash	Preservation of Capital	Low risk; high liquidity	< 3 years			100%
Stable Return	Stable Return	Income generation: To generate returns to fund recurring needs	Moderate risk with emphasis on growth and stable returns, regular liquidity	> 5 years (Perpetual)	30%	60%	10%
Cantingan	Contingency	Contributions for unexpected and infrequent events	Higher risk, emphasis on longer-term capital growth with some liquidity	> 5 years (Perpetual)	60%	40%	
Contingency Asset mgt reserves	Asset mgt reserves	Contributions to generate returns to fund asset management reserves	Higher risk, emphasis on longer-term capital growth; low liquidity	> 10 years (Perpetual)	90%	10%	
	Target Date 3-5 yrs.	Preservation of capital	Low risk; high liquidity	3 - 5 years	10%	70%	20%
Target Date	Target Date 5-10 yrs.	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Moderate risk, liquid	5 - 10 years	50%	50%	
	Target Date 10+ yrs.	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Higher risk, emphasis on long term inflation-adjusted growth	> 10 years	75%	25%	



Glossary and Definitions for Quarterly Reports

Account

ONE Investment clients have one or more custodial accounts. All Prudent Investor Funds will be administered with ONE Investment's custodian, CIBC Mellon. Unlike Legal List accounts, MNRI invested in the ONE Investment Prudent Investor Funds will be under the control of the ONE Joint Investment Board. In most cases, the Prudent Investor clients will have multiple accounts with the custodian, with the account structure based on the investment outcomes assigned to each client. This will allow reporting to the municipal client based on the investment outcome framework.

Annual and Annualized Returns: please see Returns below.

Asset Allocation

Asset allocation is the single biggest driver of fund returns and should be set taking into account municipal risk tolerance. Also known as asset mix, it is the combination of asset classes in a fund and is normally shown as the percentage weights in each. Example asset classes are money market, Canadian bonds, global bonds, Canadian stocks and global stocks. Each of the ONE JIB Outcomes has an associated asset allocation that is designed to be appropriate for the intended investment Outcome.

Asset Mix: See Asset allocation.

Benchmark

The Benchmark is the standard against which investors compare their portfolio returns to understand its performance. Benchmark can be set either at the asset class level or for the overall portfolio. At the asset class level, benchmarks are usually chosen to represent the entire market; active managers seek to outperform their benchmarks by at least the amount of fees they charge.

For example, a typical benchmark for Canadian stocks is the S&P/TSX Composite Index which is calculated by Standard and Poor's (S&P) and for Canadian money market, the typical benchmark is the FTSE 182-Day Treasury Bill Index from the Financial Times Stock Exchange Group (FTSE). For a portfolio that aims to have risk halfway between these two asset classes, the total portfolio benchmark might be 50% S&P/TSX Composite Index and 50% FTSE 182-Day Treasury Bill Index.

Benchmark returns are always time weighted. (See Returns below for more detail on time weighted returns)



Blended Benchmark

A blended benchmark is a benchmark that is constructed from two or more underlying benchmarks. The weights of each underlying benchmark used in a blended benchmark remain constant over time.

Canadian Corporate Bond Fund

The ONE Investment Canadian Corporate Bond Fund holds short and mid-term Canadian bonds managed by MFS. Based on the benchmark duration at December 31, 2023, the permitted duration range is 3.67 to 6.67. MFS aims to outperform the benchmark, which is:

- 48% FTSE Canada Universe All Government Bond Index +
- 40% FTSE Canada Short-Term Corporate A Index +
- o 10% FTSE Canada Universe Corporate AAA/AA Index +
- o 2% FTSE Canada 91-Day Treasury Bill Index.

Canadian Equity Fund

The ONE Canadian Equity Fund holds Canadian stocks managed by Guardian Capital. Guardian aims for below-market risk, achieved with a ONE-imposed constraint on the weight of Material and Energy sectors because of the expected above-market volatility of these sectors.

Canadian Government Bond Fund

This ONE Government Canadian Bond Fund holds short-term Canadian bonds managed by MFS. Based on the benchmark duration at December 31, 2023, the permitted duration range for the Fund is 1.12 to 2.12. MFS aims to outperform the benchmark, which is:

- 60% FTSE Canada Short-Term Government Bond Index +
- o 40% FTSE Canada 91-Day Treasury Bill Index.

Book Value

Book value is the Unit Cost of each holding multiplied by the number of units. It represents the amount originally paid to invest in the holding and takes into account all contributions and withdrawals.



CAD

This is a short form for "Canadian dollars". Although the outcomes have exposure to foreign securities, all returns in the report reflect Canadian dollar-based returns. Foreign holdings will be impacted by movements in foreign currencies which may impact investment returns. This impact can be reduced by currency hedging strategies. The global equity exposure does not hedge currency exposure, but the global bond exposure may use hedging. The degree to which global bond exposure is hedged back to the Canadian dollar may vary and will reflect the currency hedging strategy of the external manager.

Consolidated Holdings

Consolidated holdings are the aggregate value of all investments with ONE Investment. Consolidated holdings detailed in this report only reflect MNRI balances invested in ONE Investment's Prudent Investor Funds and HISA balances under the control of the ONE JIB. In certain cases, clients may hold ONE Investment Legal List portfolios or HISA which will not be reflected in consolidated holdings in this report. Additionally, 'in-kind' securities pledged to the ONE JIB will not be reflected in this report.

Discounts

Certain fee discounts apply for investors in the ONE Investment Prudent Investor offering. These discounts include a 4bps discount that applies to AUM of Founding Members, and 'tier discounts' that apply for any investors with balances in excess of certain thresholds. These discounts would not apply to HISA balances but would apply to balances in Legal List portfolios (if applicable). Discounts will be rebated to the municipalities on a quarterly basis. These discounts are not taken into consideration in the performance details in this investment report.

Distribution: a cash payment of interest or dividends made by ONE Investment from a fund.

Duration

This statistic applies to bonds and is similar in concept to term to maturity. The difference is that duration also takes into account the size and timing of interest payments. A bond with higher coupon payments will have a shorter duration than one with the same term to maturity and lower coupon payments: the reason is that the higher-coupon bond receives more of its return earlier. The higher the duration of a bond, the higher its sensitivity to interest rate movements.



Fees

Fees include all expenses involved in managing the fund: external investment manager fees, custody costs, ONE Investment's costs and administrative costs.

Global Bond Fund

The ONE Global Bond Fund is an unconstrained global bond mandate managed by Manulife Asset Management. The unconstrained nature of the mandate means that the fund will contain a mix of global government, corporate and securitized debt, including emerging markets and high-yield securities. The mandate is not constrained by sector or currency. Manulife aims to outperform the benchmark, which is Bloomberg Barclays Multiverse Index Unhedged.

Global Equity Fund

The ONE Global Equity Fund holds Global stocks managed by Mawer Investment Management. Mawer aims to outperform the benchmark, which is MSCI All Country World Index (ACWI). This mandate invests in both emerging and developed markets. Manager will allocate capital to the best global opportunities, which may include both large and small capitalization companies. This mandate is intended to be a broadly diversified portfolio of wealth-creating companies bought at discounts to their intrinsic values that typically employ a long-term holding period.

High Interest Savings Account (HISA)

This bank account is provided by CIBC. Its very short-term nature precludes it from being considered an investment. Interest income from HISA will be reflected only in the executive summary page as will a list of HISA transitions. As the HISA product is a demand deposit, its value of his does not fluctuate daily. In this way it differs from the ONE Investment fund whose price change in response to changes in the value of underlying investments. Returns for individual accounts holding HISA will not be presented in the report beyond what is disclosed in the executive summary. HISA balances held in the Prudent Investor Offering reflect MNRI and will be under the control of the ONE JIB.

Holdings: the ONE Investment funds or HISA Balances held in client accounts.

Inception Date

The inception is the first date that an investment was made. For each account, this will be the first time funds were transferred in; for funds offered by ONE Investment, it is the date the funds started. For ONE JIB Founders, the Inception date is July 2, 2020.



Income

Income is a cash flow generated by an investment and normally includes interest on bonds and dividends on stocks. It is differentiated from capital gains, which also contribute to returns, but which are not considered income.

Investment Manager

Investment managers are external firms hired by ONE Investment to create funds to our specifications. These are MFS Investment Management Canada for Canadian fixed income, Manulife Asset Management for global fixed income, Guardian Capital Group Ltd for Canadian equity, and Mawer Investment Management Ltd for global equity.

Market Value

The value of an investment at current market prices, calculated by multiplying the Price (defined below) by the number of units held.

ONE Joint Investment Board (ONE JIB)

The joint board established by founding municipalities as a municipal services board under section 202 of the Act as required under Part II of the Regulation, and is the duly appointed Joint Investment Board for the municipality, as constituted from time to time and acting pursuant to the Terms of Reference set out in the ONE JIB Agreement.



Outcome

Outcome means, in the context of the Investment Plan, the same thing as 'solution'. Investment Outcomes are a set of investment allocations with varying risk/return characteristics. The Outcomes assigned to each municipal investor are intended to reflect the needs and circumstances of the municipality. ONE JIB has five pre-defined basic outcomes:

Cash:

The Cash Outcome is designed for investments with a time horizon of less than 3 years. Preservation of capital and liquidity are the highest priorities. Investments allocated to this outcome are expected to be transferred back to the care and control of the municipal treasurer when the funds are reclassified as MRI.

Contingency:

The Contingency outcome is designed for investing contingency reserves. The funds in this outcome may be drawn upon to meet unexpected needs and infrequent events. The investment horizon for this outcome is typically greater than 5 years, with an emphasis placed on long-term growth and preservation of purchasing power is a key consideration.

Asset Management Reserves:

The Asset Management Reserve Outcome is specifically designed for very long investment horizons with a well-defined purpose. Allocations to this Outcome are intended to generate returns to help fund asset management objectives. The long-term nature of asset management reserves allows this Outcome to emphasize long-term growth.

Stable Return:

The Stable Return Outcome is designed to provide an annual income while preserving the value of the principal investment. The principal amount is often invested in perpetuity with no intent to withdraw for the foreseeable future. This outcome is frequently used by municipalities looking to replace the income stream of a utility that has been sold, with some or all proceeds of the sale acting as the principal.



Target Date:

The Target Date Outcomes are designed for contributions toward planned capital projects. There are three target date designs for different time horizons: 3 to 5 years; 5 to 10 years; and greater than 10 years. For capital projects in the 3-to-5-year range, preservation of capital is prioritized. For projects in the 5-to-10-year range, emphasis is placed on inflation mitigation and meeting target funding requirements. For projects in the greater-than-10-year range, emphasis is placed on longer-term inflation adjusted growth.

Price

The price of ONE funds is the unit price at a point in time, also known as the net asset value, which is calculated daily by CIBC Mellon. This price takes into account the last traded prices of all securities held by the manager, the bid/ask spread where no recent trade is available and a daily accrual for all fees including investment management and administration.

Prudent Investor Standard

The standard requiring ONE JIB, when investing money under section 418.1 of the Act, to exercise the care, skill, diligence and judgement that a prudent investor would exercise in making such an investment but does not restrict the securities in which a municipality can invest. The Prudent Investor standard applies to the entire portfolio of Long-Term Funds under control of ONE JIB rather than to individual securities.

Quality

This statistic refers to the creditworthiness of bonds based on ratings provided by bond rating agencies such as S&P, DBRS, Fitch and Moody's. The highest quality bonds are rated AAA and range down from there to AA, A and BBB, all of which are investment grade ratings. Ratings below BBB are considered high yield. The lower a credit rating, the higher a bond's yield to maturity and commensurate risk of default on interest payments or principal. The credit rating on an entire fund is calculated as a weighted average.

Realized and Unrealized Gains

Capital gains reflect the movement in the Price of investments as they rise over time relative to their average Unit Cost. Negative gains are losses, meaning that the Price of the units in the account is lower than the average Price paid for them (Unit Cost). Because gains / losses are calculated based on net asset values, they are diminished by the amount of fees. (Please see Fees, Price and Unit Cost.)



- Unrealized gains exist "on paper" until the investment is sold in return for cash, at which point they become realized.
- **Realized gains** are generated by withdrawals from accounts during the time period in question based on the unit Price compared to the Unit Cost.

Returns

Returns measure the percentage increment in value generated by investments over a period of time. Unless otherwise noted, time-weighted total returns are reported here, which include all forms of income and capital gains. There are different aspects to return calculations explained below.

- Calendar Year Return: reflects the total return generated by investments in the specified year any between January 1 to December 31.
- Annualized Returns: the total return generated by investments in each year for holding periods greater than one year. Annualized returns are the geometric average over a multi-year period, meaning they represent the compound return. For periods of one year or less, the actual return is shown without the effect of compounding.
- Returns in this report are calculated net of fees based on the Prices of the ONE Investment funds. These are calculated daily by CIBC Mellon and take into account all fees and costs associated with managing the fund.
- Return details in this report do not account for fee discounts that may apply for some Prudent Investor clients.
- Time-weighted returns: returns in this report are time-weighted in order for them to be compared to the benchmarks. Time-weighted returns are calculated in a way that excludes the effect of the timing of contributions and withdrawals (cash flows) from the fund. (To capture the effect of cash flows and measure their impact on returns, investors would instead need use dollar-weighted return calculations.)

Unit Cost

Unit Cost is the weighted average Price paid for all the Fund units held in the account and reflects the impact of units bought and sold over time.

Unrealized Gains: Please see Realized and Unrealized Gains

Value Added: The return generated by an investment manager above (or below, if negative) the benchmark.

Year to Date: The time period beginning January 1 and ending at the most recent quarter end.



For the Quarter Ending 31 Dec 2024

The Kenora Citizens Prosperity Trust Fund

Investment Management Review

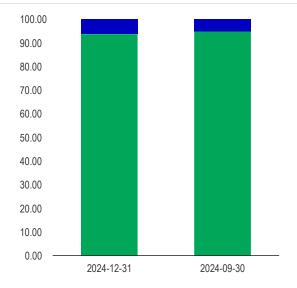
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Summary

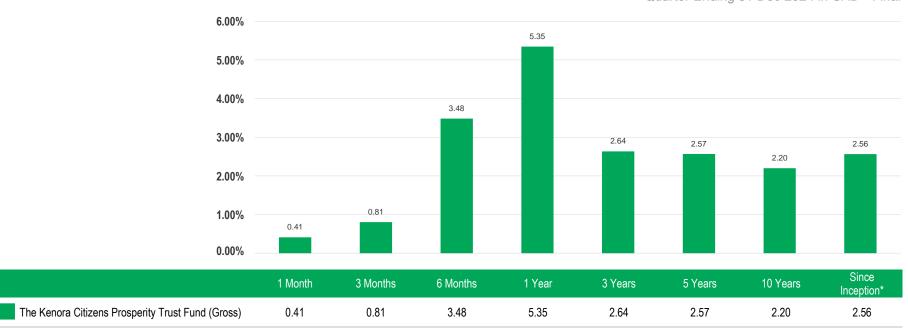
Portfolio Name	The Kenora Citizens Prosperity Trust Fund
Portfolio Strategy	Canadian Short Duration Fixed Income
Managed by	Manulife Investment Management Limited
Portfolio Objective	The portfolio should obtain a market average rate of return throughout budgetary and economic cycles that is commensurate with the investment risk constraints and cash flow needs of the City. Market yields should be higher than the rate given by the City's bank for the various bank accounts.

Accet	31 Dec 202	24	30 Sep 20)24
Asset Allocation	Total Market Value	Portfolio (%)	Total Market Value	Portfolio (%)
Fixed Income	2,584,634.98	93.69	2,870,560.99	94.84
Cash Equivalent	174,202.93	6.31	156,313.34	5.16
Total	2,758,837.91	100.00	3,026,874.33	100.00



Investment Results





*Since Inception Date: 1 May 2009

Returns for periods greater than one year are annualized.



Portfolio Review and Outlook

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

Market Environment

Canadian bonds posted mixed results in the final quarter of the year but declined fractionally overall. Bond yields rose during the quarter despite two more interest rate cuts by the Bank of Canada, which brought the total to five in the last seven months. The Bank of Canada has lowered its benchmark interest rate from 5% to 3.25% over that span as inflation eased and the Canadian economy struggled to gain traction. However, political upheaval—including the unexpected resignation of Canada's finance minister—and the threat of U.S. trade tariffs by the new U.S. presidential administration combined to drive bond yields higher across most maturities, leading to lower bond prices.

For the quarter, intermediate-term bond yields rose the most, while yields on short-term securities fell slightly, reflecting the Bank of Canada rate cuts. On a sector basis, government bonds declined during the quarter, while investment-grade and high-yield corporate bonds posted modest gains.

Portfolio Review

The strategy's yield curve positioning added to performance during the period.

From a sector standpoint, the strategy's underweight in Federal bonds helped performance while security selection within Financials and Provincials detracted.

At the end of the period, the strategy's duration was 1.7 years, roughly 1.0 years shorter than its benchmark, the FTSE Canada Short Term Bond Index. The strategy had a yield to maturity of 3.10%, 13 bps less than its benchmark.

Outlook

Inflation, indications of future economic growth, and political changes – both in the US and Canada - will help drive interest rates and related central bank policy decisions in 2025.

The Canadian Fixed Income team believes that, as the Bank of Canada continues to assess the trajectory of inflation and the strength of the underlying economy, they will most likely reduce their overnight lending rate by a further 100 bps in 2025. The team also forecasts the Federal Reserve will continue cutting rates, but less aggressively than Canada.

The team's base case is that the economy will continue to slow but political uncertainties make it harder to predict the full effect this will have on interest rates. With this outlook in mind, the team has kept the interest rate sensitivity of most of its portfolios around neutral but may look to adjust duration as the cloud of political uncertainties evolves. If the team begins to see signs of a prolonged recession on the horizon they may increase duration, otherwise, the team is comfortable keeping duration at current levels as we progress into the first half of 2025.

Corporate spreads have seemed to stabilize over the last few months so the team is comfortable with a modest overweight to credit but may look to adjust this should their economic outlook change or if spreads continue to narrow without any change to the economic landscape.

Top Contributors/Detractors

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

CONTRIBUTORS - BY ISSUE

Issue Name	Sector	Average Weight %	Total Returns %	Contribution to Returns %
ONT 2.4 06/02/26	Provincial	21.61	0.83	0.19
CANHOU 1.55 12/15/26	Federal	12.47	0.71	0.10
RY 4.93 07/16/25	Financial	7.42	1.14	0.09
CTLONE 1.323 01/29/26	Financial	5.04	1.54	0.08
CCDJ 4.407 05/19/27	Financial	7.26	0.78	0.06
BMO 2.7 12/09/26	Financial	5.40	0.86	0.05
CADEPO 1 ½ 10/19/26	Provincial	5.27	0.87	0.05
ONT 1 3/4 09/08/25	Provincial	4.37	1.05	0.05
CANHOU 2 1/4 12/15/25	Federal	3.32	0.99	0.03
MNTRL 3.15 09/01/28	Municipal	5.50	0.23	0.02
Total		77.66		0.71

DETRACTORS - BY ISSUE

<u>ssue name</u> <u>Sector</u> <u>Average weight % Total Returns % Contribution to Returns 9</u>	Issue Name	<u>Sector</u>	Average Weight %	Total Returns %	Contribution to Returns %
--	------------	---------------	------------------	-----------------	---------------------------

Total

Top Contributors/Detractors

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

CONTRIBUTORS - BY ISSUER

Issuer Name	Average Weight %	Total Returns %	Contribution to Returns %
ONTARIO (PROVINCE OF)	25.99	0.87	0.24
CANADA HOUSING TRUST	16.01	0.77	0.13
ROYAL BANK OF CANADA	7.42	1.14	0.09
CENTRAL 1 CREDIT UNION	5.41	1.52	0.08
FED CAISSES DESJARDINS	7.82	1.22	0.06
BANK OF MONTREAL	5.40	0.86	0.05
CDP FINANCIAL INC	5.27	0.87	0.05
CITY OF MONTREAL	5.50	0.23	0.02
CPPIB CAPITAL INC	5.70	0.20	0.02
CANADIAN GOVERNMENT	9.47	0.07	0.01
Total	93.97		0.75

DETRACTORS - BY ISSUER

Issuer Name	Average Weight %	Total Returns %	Contribution to Returns %
-------------	------------------	-----------------	---------------------------

Total -

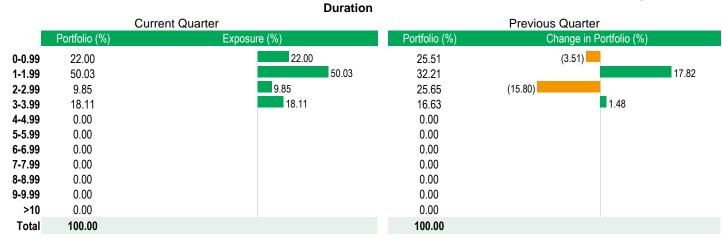
Portfolio Characteristics - Fixed Income

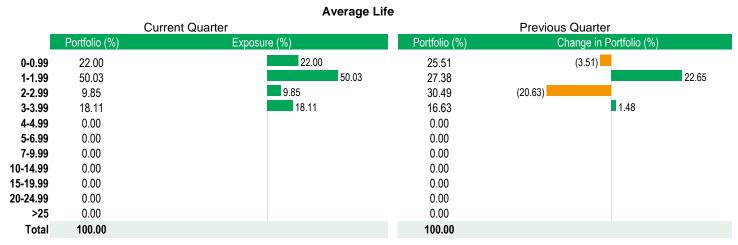
Current Quarter	Previous Quarter
Portfolio	Portfolio
2.36 %	2.51 %
1.71	1.86
AA+/AA	AA+/AA
3.10 %	3.26 %
16	17
10	10
	2.36 % 1.71 AA+/AA 3.10 % 16

Portfolio Characteristics - Fixed Income



Portfolio Characteristics - Fixed Income





Sector Allocation - Fixed Income

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

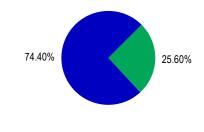


Top Issues and Issuers - Fixed Income

The Kenora	Citizens	s Prospe	rity Trust	Fund
Quarter End	ng 31 D	ec 2024	in CAD	- Final

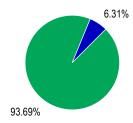
Issues	Sector	Coupon (%)	Maturity Date	% of Portfolio
Province of Ontario	Provincial	2.40	2 Jun 2026	21.62
Canada Housing Trust No 1	Federal	1.55	15 Dec 2026	12.51
Royal Bank of Canada	Financial	4.93	16 Jul 2025	7.48
Federation des Caisses Desjardins du Quebe	Financial	4.41	19 May 2027	7.25
Government Of Canada	Federal	2.00	1 Jun 2028	6.88
CPPIB Capital Inc	Federal	3.00	15 Jun 2028	5.68
City of Montreal	Municipal	3.15	1 Sep 2028	5.55
Bank of Montreal	Financial	2.70	9 Dec 2026	5.40
CDP Financial Inc	Provincial	1.50	19 Oct 2026	5.31
Central 1 Credit Union	Financial	1.32	29 Jan 2026	5.10
Total				82.77
Corporate Issues	Sector	Coupon (%)	Maturity Date	% of Portfolio
Royal Bank of Canada	Financial	4.93	16 Jul 2025	7.48
Federation des Caisses Desjardins du Quebe	Financial	4.41	19 May 2027	7.25
Bank of Montreal	Financial	2.70	9 Dec 2026	5.40
Central 1 Credit Union	Financial	1.32	29 Jan 2026	5.10
Central 1 Credit Union	Financial	5.42	29 Sep 2025	0.37

	17.23%
82.77%	





25.60



- Top Issues and Issuers
- Remaining Portfolio (Including Cash)



Total

Holdings

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

							-,			
Units	Security Description			Security ID	Rating	Local Price	Original Cost	Accruals	Accrued Market Value	% of Portfolio
Fixed Income										
Corporate Bond										
Financial										
150,000.000 10,000.000 143,000.000 195,000.000 200,000.000	Bank of Montreal Central 1 Credit Union Central 1 Credit Union Federation des Caisses Desjardins du Royal Bank of Canada	2.700% 5.417% 1.323% 4.407% 4.930%	09 Dec 2026 29 Sep 2025 29 Jan 2026 19 May 2027 16 Jul 2025	06368AAA8 154728AU3 154728AR0 31430WPB4 780085N93	AA A A AA	99.1380 CAD 101.2960 CAD 97.7530 CAD 102.0130 CAD 100.9300 CAD	139,836.00 10,000.00 139,831.12 195,606.45 208,356.00	255.21 139.51 808.59 1,012.40 4,565.32	148,962.21 10,269.11 140,595.38 199,937.75 206,425.32	5.40 0.37 5.10 7.25 7.48
						Total Financial	693,629.57	6,781.03	706,189.77	25.60
						Total Corporate Bond	693,629.57	6,781.03	706,189.77	25.60
Federal Agency Bond Federal										
3,000.000 92,000.000 3,000.000 354,000.000 157,000.000	Canada Housing Trust No 1 Canada Housing Trust No 1 Canada Housing Trust No 1 Canada Housing Trust No 1 CPPIB Capital Inc	2.550% 2.250% 1.100% 1.550% 3.000%	15 Mar 2025 15 Dec 2025 15 Dec 2026 15 Dec 2026 15 Jun 2028	13509PER0 13509PFD0 13509PHX4 13509PJA2 12593CAF8	AAA AAA AAA AAA	99.8760 CAD 99.3000 CAD 96.5490 CAD 97.3960 CAD 99.7130 CAD	3,187.44 89,084.52 2,994.24 332,936.54 153,907.10	22.64 96.41 1.54 255.56 219.37	3,018.92 91,452.41 2,898.01 345,037.40 156,768.78	0.11 3.31 0.11 12.51 5.68
						Total Federal	582,109.84	595.52	599,175.52	21.72
					Total	Federal Agency Bond	582,109.84	595.52	599,175.52	21.72
Federal Bond Federal										
75,000.000 195,000.000	Government Of Canada Government Of Canada	1.000% 2.000%	01 Jun 2027 01 Jun 2028	135087F82 135087H23	AAA AAA	95.8220 CAD 97.1480 CAD	78,057.75 187,311.15	63.70 331.23	71,930.20 189,769.83	2.61 6.88
						Total Federal	265,368.90	394.93	261,700.03	9.49
						Total Federal Bond	265,368.90	394.93	261,700.03	9.49
Municipals Municipal										
152,000.000 Provincial Bond Provincial	City of Montreal	3.150%	01 Sep 2028	614852PQ8	AA	99.6530 CAD	149,023.84	1,600.37	153,072.93	5.55
150,000.000 122,000.000 600,000.000	CDP Financial Inc Province of Ontario Province of Ontario	1.500% 1.750% 2.400%	19 Oct 2026 08 Sep 2025 02 Jun 2026	CAC23264AM38 68333ZAK3 68323ADM3	AAA AA AA	97.2940 CAD 99.1470 CAD 99.2140 CAD	139,791.00 122,356.09 582,342.00	456.16 672.67 1,183.56	146,397.16 121,632.01 596,467.56	5.31 4.41 21.62
						Total Provincial	844,489.09	2,312.39	864,496.73	31.34
						Total Provincial Bond	844,489.09	2,312.39	864,496.73	31.34
						Total Fixed Income	2,534,621.24	11,684.24	2,584,634.98	93.69



Holdings

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

	Units	Security Description	Securi	y IDRa	ating	Local Price	Original (Cost_	Accruals	Accrued Market Value	% of Portfolio
Cash Equ	ivalent										
	174,202.930	CAD Cash	164362001C	ADF AA	λA	1.0000 CAD	174,20	2.93	0.00	174,202.93	6.31
					Tota	al Cash Equivalent	174,20	2.93	0.00	174,202.93	6.31
						Total Portfolio	2,708,824	.17	11,684.24	2,758,837.91	100.00

Transactions

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

Description		Security ID	Trade Date	Sector	Local Price	Units	Principal	Interest Traded_	Net Amount	Trans Yield (%)
Fixed Income Federal Agency Bond Sells										
Canada Housing Trust No 1	1.550% 15 Dec 2026	3 13509PJA2	01 Oct 2024		97.0470 CAD	(4,000.000)	3,881.88 Total Fixed Income	18.35	3,900.23 3,900.23	2.94
							Total Portfolio		3,900.23	

Relationship Manager

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final



Mark P. Bischoff, CFA, is a Managing Director, Relationship Management, at Manulife Investment Management. He is responsible for managing Canadian institutional and subadvisory client relationships on behalf of Manulife. Prior to joining the company, Mark was a principal at State Street Global Advisors, Ltd. (Canada), where he was responsible for business development, relationship management and SSgA's sales and marketing efforts in the province of Ontario.

Mark is on the Portfolio Management Committee of the CFA Society Toronto and the Ontario Regional Council of the Association of Canadian Pension Management. He is also a member of the Canadian Pension & Benefits Institute.

Education: University of Toronto, BComm, 1994

Joined Company: 2010

Began Career: 1994

Email Address: Mark_Bischoff@manulifeam.com

Phone Number: (416) 852-3230

Client Service Associate

Anastasia Christidis, CFA

Email Address: Anastasia_Christidis@manulifeam.com

Phone Number: (416) 852-8829

Glossary

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

Term	Definition
# of Holdings	The total number of unique holdings of a fund.
# of Issuers	The count of unique issuers represented in the holdings of a portfolio.
Coupon	The interest rate a bond's issuer promises to pay to the bondholder until maturity, or other redemption event, generally expressed as an annual percentage of the bond's face value

Term	Definition
Duration to Worst	Takes duration overrides from FTSE that are imbedded in the bid-side modified duration, else applies option-adjusted duration
Rating	A generic quality rating based upon the conservative average of Moody's, S&P, and Fitch expressed in Moody's nomenclature.
Yield to Worst	The lowest potential yield that can be received on a bond without the issuer actually defaulting.

Important Information

The Kenora Citizens Prosperity Trust Fund Quarter Ending 31 Dec 2024 in CAD - Final

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Manulife Investment Management is the brand for the global wealth and asset management segment of Manulife Financial Corporation. Our mission is to make decisions easier and lives better by empowering investors for a better tomorrow. Serving more than 19 million individuals, institutions, and retirement plan members, we believe our global reach, complementary businesses, and the strength of our parent company position us to help investors capitalize on today's emerging global trends. We provide our clients access to public and private investment solutions across equities, fixed income, multi-asset, alternative, and sustainability-linked strategies, such as natural capital, to help them make more informed financial decisions and achieve their investment objectives. Not all offerings are available in all jurisdictions. For additional information, please visit manulifeim.com.

Additional information about Manulife Investment Management may be found at www.manulifeim.com/institutional.

The gross returns provided are shown gross of advisory and investment management fees and other expenses an investor would incur which would reduce returns, but net of transaction costs, unless otherwise noted. The net returns shown reflect the deduction of monthly accrued investment management fees from the gross returns. The monthly management fee accruals used are estimates based on historical assets under management and are subject to change based on actual fees billed. Past performance is not indicative of future results. Unless otherwise noted, returns greater than one year are annualized; calendar year returns for each one-year period end in December. Discrepancies may occur due to rounding.

Performance information shown is generally for discretionary strategies/solutions and managed by an entity which is GIPS compliant and falls under the definition of a corresponding GIPS firm. Some investment strategies/solutions may not be included in a GIPS compliant firm under certain circumstances, e.g., SMA/UMA business in Canada.

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QUARTERLY INVESTMENT

REPORT

For The Period Ended December 31, 2024

Kenora General Account - Prudent Investor Portfolio

ONE Investment

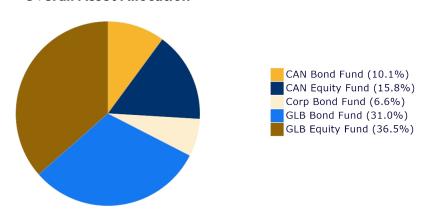
Relationship Manager



Kenora General Account - Prudent Investor Portfolio Executive Summary for the Quarter Ended December 31, 2024

	Ti	me-Weighted R	ate of Retu	rn in CAD for	Consolidated	Holdings	Since Inception	Inception Date
	Quarter	Year to date	1 Year	2 Years	3 Years	5 Years		
Consolidated Portfolio Returns	0.8%	9.2%	9.2%	10.6%	3.7%	-	6.4%	07/02/2020

Overall Asset Allocation



Consolidated Portfolio Activity for Quarter

	Starting				Ending	
Portfolio	Balance	Contribution	Withdrawals	Market Value	Income	Balance
CAN Bond Fund	2,157,405.00	102,979.26	-	(55,518.98)	68,307.82	2,273,173.10
CAN Equity Fund	3,851,970.72	-	400,000.00	(197,408.22)	312,256.85	3,566,819.35
Corp Bond Fund	1,430,891.00	50,000.00	-	(39,345.84)	42,031.64	1,483,576.80
GLB Bond Fund	6,796,627.27	250,000.00	-	(340,198.28)	263,525.35	6,969,954.34
GLB Equity Fund	8,083,043.80	-	-	39,550.56	89,104.25	8,211,698.61
Total	22,319,937.79	402,979.26	400,000.00	(592,920.76)	775,225.91	22,505,222.20



Kenora General Account - Prudent Investor Portfolio Performance History At December 31, 2024

Performance by Fund

% Annualized Returns

		Year to						Since	Inception Date
	Quarter	Date	1 Year	2 Years	3 Years	4 Years	5 Years	Inception	
ONE Canadian Equity Fund	3.3	20.9	20.9	19.2	9.4	12.1	-	14.6	07/02/2020
ONE Global Equity Fund	1.5	11.2	11.2	14.3	5.2	9.1	-	9.6	07/02/2020
ONE Canadian Corporate Bond Fund	0.1	4.6	4.6	5.4	0.6	-0.1	-	0.1	07/02/2020
ONE Canadian Government Bond Fund	0.5	4.4	4.4	3.8	1.1	0.5	-	0.7	07/02/2020
ONE Global Bond Fund	-1.1	3.9	3.9	5.2	0.3	0.3	-	1.3	07/02/2020

Performance by Outcome

% Annualized Returns

		Year to				Since	Inception		
	Quarter	Date	1 Year	2 Years	3 Years	4 Years	5 Years	Inception	Date
JIB1KENCONT	1.0	10.2	10.2	11.6	4.2	6.2	-	7.2	07/02/2020
JIB3KENTD35	-0.1	5.2	5.2	6.2	1.9	1.9	-	2.5	07/02/2020



Manager Commentary - Canadian Equity For the Quarter Ended December 31, 2024

QUARTERLY REVIEW

Canadian equities emerged as one of the best-performing global equity markets in the fourth quarter of 2024, delivering a total return of close to 4%. This was slightly stronger than U.S. equity markets, where large-cap technology stocks performed well. Canada also outperformed most international equity markets, many of which experienced negative returns in the quarter. The ONE Canadian Equity portfolio produced returns of 3.3% in the quarter, bringing full-year returns to 20.9%.

Concerns persist about the Canadian economy's ability to achieve a soft landing, as tight monetary policy has helped address inflation issues but has also moderated economic activity. This is in contrast to the U.S. economy which has surprised to the upside in recent months. While it was widely anticipated at the start of the quarter that the US Federal Reserve would aggressively cut interest rates, positive economic surprises and strength in labour markets changed the outlook. Fewer cuts are now anticipated, and US bond yields have moved higher. This led to weakness in the Canadian dollar in the quarter.

The Canadian Technology sector was much stronger in the quarter than other sector, rallying over 20%. Shopify explained almost all of this performance as it represents nearly half of the sector by weight, rallying 41% in the quarter. The ONE portfolio holds no Shopify, so it did not benefit from its strength. The portfolio's large holding in Atkinsrealis Group had a strong positive impact on portfolio returns as this stock had returns of 38.8% in the quarter.



Manager Commentary - Global Equity For the Quarter Ended December 31, 2024

QUARTERLY REVIEW

In the fourth quarter, equity markets had mixed returns, with divergent patterns of returns seen across the global equity markets. Strength in equity returns was experienced in Japanese, Canadian, and US equity markets, but flat or negative returns were seen across other markets. The ONE Global Equity Fund had returns of 1.5% in the fourth quarter of 2024, bringing full-year returns to 11.2%.

The movement of currency markets also significantly impacted returns, as the US dollar strengthened in the quarter compared to other major global currencies. This was in response to economic data that suggested continued strength in the US economy and tight labour markets. This diminished the need for aggressive interest rate cuts in the future, changing the interest rate outlook. The US 10-year bond yield rose in the quarter from about 3.8% to 4.5%, contributing to the strength in the US dollar. As over half of the fund is invested in US-listed stocks, the currency effect had a significant positive impact on fund returns.

In the US market, large-capitalization technology stocks again outperformed the broader equity market with the "Magnificent 7" stocks (Alphabet, Amazon, Apple, Meta Platforms, Microsoft, NVIDIA and Tesla) up almost 16%, while the S&P 500 stocks had returns of 2.4% for the quarter. This theme has persisted for the last two years, leading to very strong returns in a very narrow segment of the market, with the rest of the market experiencing more modest returns. The Fund has limited exposure to the "Magnificent 7" stocks and was able to participate partially in their strength.



Manager Commentary - Fixed Income For the Quarter Ended December 31, 2024

QUARTERLY REVIEW

Global bond markets had mixed returns in the fourth quarter as fixed-income markets responded to changing circumstances. The US bond markets were up about 3%, while Canadian fixed-income markets were flat in the quarter. Most other global bond markets experienced negative returns in the quarter. This pattern was reflected in the performance of ONE Investment's bond funds. The ONE Canadian Corporate Bond Portfolio produced returns of 0% in the quarter, and the ONE Canadian Government Bond Portfolio had returns of 0.3%. In comparison, the ONE Global Bond Fund had negative returns of 1.1%. For the full 2024 calendar year, the three bond funds had more substantial returns of 4.6%, 4.8%, and 3.9%, respectively.

The Bank of Canada reduced their policy interest rate twice in the quarter, with the rate dropping by 1% in total, ending the year at 3.25%. As the rate cuts were widely anticipated, they had little effect on bond prices in the quarter. The Canadian central bank has lowered interest rates aggressively in the latter half of 2024 as efforts to dampen inflation over the last few years have been successful, providing flexibility for rate cuts. Interest rates were raised aggressively in 2022 and 2023 to dampen economic growth and helping to relieve inflation pressures, but since May 2024, the overnight lending rate has declined from 5.0% to 3.25%.

The Canadian and U.S. economies are tracking very differently, with Canada facing a challenging growth backdrop compared to continued resilience in the U.S. The economic data in the third quarter indicated that the US economy is not showing signs of economic slowdown, and labour markets remain tight. This has affected the interest rate outlook, leading to rising long-term interest rates in the quarter, and the market now expects less aggressive rate cuts by the US Federal Reserve. This has led to weakness in the Canadian dollar in late 2024.



Kenora General Account - Prudent Investor Portfolio Consolidated Portfolio Holdings in CAD As of December 31, 2024

Security	Quantity	Unit Cost	Book Value	Price	Market Value	% Weight
CAN Equity Fund	2,398.076	1,074.28	2,576,208.51	1,487.36	3,566,819.35	15.85%
GLB Equity Fund	6,082.036	1,017.39	6,187,832.70	1,350.15	8,211,698.61	36.49%
Corp Bond Fund	1,589.696	974.69	1,549,467.31	933.24	1,483,576.80	6.59%
CAN Bond Fund	2,334.318	965.72	2,254,305.65	973.80	2,273,173.10	10.10%
GLB Bond Fund	8,029.757	966.45	7,760,397.03	868.01	6,969,954.34	30.97%
					22,505,222.20	100.00%



Kenora General Account - Prudent Investor Portfolio Holdings by Account At December 31, 2024

Account Name: Kenora - Contingency Outcome

Account Number: 570050161

For the Quarter Ending December 31, 2024

Holdings	Quantity	Unit Cost	Book Value	Price	Market Value	Weight	Market Value Gain (Loss)	Income Received
Corp Bond Fund	1,139.47	975.18	1,111,205.50	933.24	1,063,411.90	5.7%	(28,014.07)	30,127.82
CAN Equity Fund	2,299.81	1,073.50	2,468,857.06	1,487.36	3,420,663.22	18.5%	(189,326.46)	299,461.68
CAN Bond Fund	1,094.38	982.29	1,075,016.55	973.80	1,065,722.68	5.7%	(25,744.94)	32,024.48
GLB Bond Fund	5,782.36	966.15	5,586,664.02	868.01	5,019,185.63	27.1%	(244,336.13)	189,769.20
GLB Equity Fund	5,844.43	1,016.91	5,943,283.41	1,350.15	7,890,897.45	42.7%	38,005.72	85,623.27
			16,185,026.54	_	18,459,880.88	100.0%	(449,415.88)	637,006.45

Kenora General Account - Prudent Investor Portfolio Performance History At December 31, 2024

% Annualized Returns

	Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
Return Net of Fees	1.0	10.2	10.2	11.6	4.2	6.2	-	7.2	07/02/2020
			% Calend	dar Year Ret	urns				
		2024	2023	2022	2021	2020	2019		
Return Net of Fees		10.2	13.0	-9.1	12.7	-	-		



Kenora General Account - Prudent Investor Portfolio Holdings by Account At December 31, 2024

Account Name: Kenora - Target Date 3 to 5 Year Outcome

Account Number: 570050187

For the Quarter Ending December 31, 2024

Holdings	Quantity	Unit Cost	Book Value	Price	Market Value	Weight	Market Value Gain (Loss)	Income Received
Corp Bond Fund	450.21	973.44	438,261.81	933.24	420,164.90	10.3%	(11,331.77)	11,903.82
CAN Equity Fund	98.26	1,092.46	107,351.45	1,487.36	146,156.13	3.6%	(8,081.76)	12,795.17
CAN Bond Fund	1,239.92	951.09	1,179,289.10	973.80	1,207,450.42	29.8%	(29,774.04)	36,283.34
GLB Bond Fund	2,247.38	967.22	2,173,733.01	868.01	1,950,768.71	48.2%	(95,862.15)	73,756.15
GLB Equity Fund	237.60	1,029.23	244,549.29	1,350.15	320,801.16	7.9%	1,544.84	3,480.98
			4,143,184.66	_	4,045,341.32	100.0%	(143,504.88)	138,219.46

Kenora General Account - Prudent Investor Portfolio Performance History At December 31, 2024

% Annualized Returns

		/0 / 11111						
Quarter	Year to Date	1 Year	2 Years	3 Years	4 Years	5 Years	Since Inception	Inception Date
-0.1	5.2	5.2	6.2	1.9	1.9	-	2.5	07/02/2020
		% Calend	dar Year Reti	urns				
	2024	2023	2022	2021	2020	2019		
	5.2	7.3	-6.1	1.9	-	-	•	
		Quarter to Date -0.1 5.2 2024	Year Quarter to Date 1 Year -0.1 5.2 5.2 % Calend 2024 2023	Year Quarter to Date 1 Year 2 Years -0.1 5.2 5.2 6.2 % Calendar Year Return 2024 2024 2023 2022	Quarter to Date 1 Year 2 Years 3 Years -0.1 5.2 5.2 6.2 1.9 % Calendar Year Returns 2024 2023 2022 2021	Quarter Year to Date 1 Year 2 Years 3 Years 4 Years -0.1 5.2 5.2 6.2 1.9 1.9 % Calendar Year Returns 2024 2023 2022 2021 2020	Quarter Year to Date 1 Year 2 Years 3 Years 4 Years 5 Years -0.1 5.2 5.2 6.2 1.9 1.9 - " Calendar Year Returns 2024 2023 2022 2021 2020 2019	Quarter Year to Date 1 Year 2 Years 3 Years 4 Years 5 Years Inception -0.1 5.2 5.2 6.2 1.9 1.9 - 2.5 % Calendar Year Returns 2024 2023 2022 2021 2020 2019



Kenora General Account - Prudent Investor Portfolio Transaction Summary for the Quarter Ended December 31, 2024

TRANSACTION SUMMARY

Account Name: Kenora - Contingency Outcome

Account Number: 570050161

TRANSACTION TYPE	SECURITY	TRADE DATE	SETTLEMENT DATE	QUANTITY	TRADE AMOUNT (CAD)
Buy	CAN Bond Fund	10/08/2024	10/08/2024	100.68	100,000.00
Buy	Corp Bond Fund	10/08/2024	10/08/2024	52.82	50,000.00
Buy	GLB Bond Fund	10/08/2024	10/08/2024	276.55	250,000.00
Reinvested Distributions	CAN Bond Fund	12/31/2024	12/31/2024	32.88	32,024.48
Reinvested Distributions	Corp Bond Fund	12/31/2024	12/31/2024	32.28	30,127.82
Reinvested Distributions	GLB Bond Fund	12/31/2024	12/31/2024	218.62	189,769.20
Reinvested Distributions	CAN Equity Fund	12/31/2024	12/31/2024	201.33	299,461.68
Reinvested Distributions	GLB Equity Fund	12/31/2024	12/31/2024	63.41	85,623.27
Sell	CAN Equity Fund	10/08/2024	10/08/2024	253.66	400,000.00



Kenora General Account - Prudent Investor Portfolio Transaction Summary for the Quarter Ended December 31, 2024

TRANSACTION SUMMARY

Account Name: Kenora - Target Date 3 to 5 Year Outcome

Account Number: 570050187

TRANSACTION TYPE	SECURITY	TRADE DATE	SETTLEMENT DATE	QUANTITY	TRADE AMOUNT (CAD)
Buy	CAN Bond Fund	10/28/2024	10/28/2024	2.98	2,979.26
Reinvested Distributions	CAN Bond Fund	12/31/2024	12/31/2024	37.25	36,283.34
Reinvested Distributions	Corp Bond Fund	12/31/2024	12/31/2024	12.75	11,903.82
Reinvested Distributions	GLB Bond Fund	12/31/2024	12/31/2024	84.97	73,756.15
Reinvested Distributions	CAN Equity Fund	12/31/2024	12/31/2024	8.60	12,795.17
Reinvested Distributions	GLB Equity Fund	12/31/2024	12/31/2024	2.57	3,480.98



Kenora General Account - Prudent Investor Portfolio COMPLIANCE CERTIFICATE December 31, 2024

In accordance with the terms of section 8.02 of the ONEJIB Agreement dated as of July 2, 2020 (the "ONE JIB Agreement") ONE Investment confirms as follows:

With respect to the quarter ended December 31, 2024 to the best of the knowledge and belief of ONE Investment, all assets of the Participating Municipality under the management and control of ONE JIB pursuant to the ONE JIB Agreement have been invested and are held in accordance with the terms of the ONE JIB Agreement, and in a manner consistent with the IPS and the Investment Plan of the Participating Municipality.

Keith Taylor, Chief Investment Officer, ONE Investment

On the behalf of the ONE Joint Investment Board



YEAR-END

TRANSACTION REPORT

For The Period Ended December 31, 2024

Kenora General Account - Prudent Investor Portfolio

1 Main Street South Ryan Marsh

Kenora, ON Director of Finance/City Treasurer

9N 3X2 rymarsh@kenora.ca (807) 467 2013

ONE Investment

Relationship Manager

155 University Ave. Suite 800 Marie Wona Takishita. Client Service Representative

oronto, Ontario 416-971-985



Kenora General Account - Prudent Investor Portfolio For the Period December 31, 2024 (Consolidated Holdings)

Book Value Summary by Security

Security	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
CAN Bond Fund	2,080,317.46	105,680.37		68,307.82				2,254,305.65
CAN Equity Fund	2,526,192.79		400,000.00	312,256.85		137,758.87		2,576,208.51
Corp Bond Fund	1,454,977.81	52,457.86		42,031.64				1,549,467.31
GLB Bond Fund	7,244,141.44	252,730.24		263,525.35				7,760,397.03
GLB Equity Fund	6,098,728.45			89,104.25				6,187,832.70
Total	19,404,357.95	410,868.47	400,000.00	775,225.91	0.00	137,758.87	0.00	20,328,211.20

Market Value Summary by Security

Security	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
CAN Bond Fund	2,073,435.20	105,680.37		68,307.82		25,749.71	2,273,173.10
CAN Equity Fund	3,291,766.92		400,000.00	312,256.85		362,795.58	3,566,819.35
Corp Bond Fund	1,366,939.74	52,457.86		42,031.64		22,147.56	1,483,576.80
GLB Bond Fund	6,464,598.42	252,730.24		263,525.35		(10,899.67)	6,969,954.34
GLB Equity Fund	7,384,277.62			89,104.25		738,316.74	8,211,698.61
Total	20,581,017.90	410,868.47	400,000.00	775,225.91	0.00	1,138,109.92	22,505,222.20



Kenora General Account - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account

Book Value Summary by Account

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1KENCONT	15,410,261.22	400,000.00	400,000.00	637,006.45		137,758.87		16,185,026.54
JIB3KENTD35	3,994,096.73	10,868.47		138,219.46				4,143,184.66
Total	19,404,357.95	410,868.47	400,000.00	775,225.91	0.00	137,758.87	0.00	20,328,211.20

Market Value Summary by Account

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1KENCONT	16,747,862.48	400,000.00	400,000.00	637,006.45		1,075,011.95	18,459,880.88
JIB3KENTD35	3,833,155.42	10,868.47		138,219.46		63,097.97	4,045,341.32
Total	20,581,017.90	410,868.47	400,000.00	775,225.91	0.00	1,138,109.92	22,505,222.20



Kenora General Account - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for CAN Bond Fund

Book Value Summary by Account for CAN Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1KENCONT	942,992.07	100,000.00		32,024.48				1,075,016.55
JIB3KENTD35	1,137,325.39	5,680.37		36,283.34				1,179,289.10
Total	2,080,317.46	105,680.37	0.00	68,307.82	0.00	0.00	0.00	2,254,305.65

Market Value Summary by Account for CAN Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1KENCONT	923,295.75	100,000.00		32,024.48		10,402.45	1,065,722.68
JIB3KENTD35	1,150,139.45	5,680.37		36,283.34		15,347.26	1,207,450.42
Total	2,073,435.20	105,680.37	0.00	68,307.82	0.00	25,749.71	2,273,173.10



Kenora General Account - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for CAN Equity Fund

Book Value Summary by Account for CAN Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1KENCONT	2,431,636.51		400,000.00	299,461.68		137,758.87		2,468,857.06
JIB3KENTD35	94,556.28			12,795.17				107,351.45
Total	2,526,192.79	0.00	400,000.00	312,256.85	0.00	137,758.87	0.00	2,576,208.51

Market Value Summary by Account for CAN Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1KENCONT	3,170,894.64		400,000.00	299,461.68		350,306.90	3,420,663.22
JIB3KENTD35	120,872.28			12,795.17		12,488.68	146,156.13
Total	3,291,766.92	0.00	400,000.00	312,256.85	0.00	362,795.58	3,566,819.35



Kenora General Account - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for Corp Bond Fund

Book Value Summary by Account for Corp Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1KENCONT	1,031,077.68	50,000.00		30,127.82				1,111,205.50
JIB3KENTD35	423,900.13	2,457.86		11,903.82				438,261.81
Total	1,454,977.81	52,457.86	0.00	42,031.64	0.00	0.00	0.00	1,549,467.31

Market Value Summary by Account for Corp Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1KENCONT	967,862.60	50,000.00		30,127.82		15,421.48	1,063,411.90
JIB3KENTD35	399,077.14	2,457.86		11,903.82		6,726.08	420,164.90
Total	1,366,939.74	52,457.86	0.00	42,031.64	0.00	22,147.56	1,483,576.80



Kenora General Account - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for GLB Bond Fund

Book Value Summary by Account for GLB Bond Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1KENCONT	5,146,894.82	250,000.00		189,769.20				5,586,664.02
JIB3KENTD35	2,097,246.62	2,730.24		73,756.15				2,173,733.01
Total	7,244,141.44	252,730.24	0.00	263,525.35	0.00	0.00	0.00	7,760,397.03

Market Value Summary by Account for GLB Bond Fund

	Opening			Reinvested	Reinvested	Change in	Closing
Account	Balance	Contribution	Withdrawals	Income	Capital Gains	Market Value	Balance
JIB1KENCONT	4,590,008.93	250,000.00		189,769.20		(10,592.50)	5,019,185.63
JIB3KENTD35	1,874,589.49	2,730.24		73,756.15		(307.17)	1,950,768.71
Total	6,464,598.42	252,730.24	0.00	263,525.35	0.00	(10,899.67)	6,969,954.34



Kenora General Account - Prudent Investor Portfolio For the Period December 31, 2024 Summary By Account for GLB Equity Fund

Book Value Summary by Account for GLB Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Realized Gains/(Loss)	Cost Basis Adjustment	Closing Balance
JIB1KENCONT	5,857,660.14			85,623.27				5,943,283.41
JIB3KENTD35	241,068.31			3,480.98				244,549.29
Total	6,098,728.45	0.00	0.00	89,104.25	0.00	0.00	0.00	6,187,832.70

Market Value Summary by Account for GLB Equity Fund

Account	Opening Balance	Contribution	Withdrawals	Reinvested Income	Reinvested Capital Gains	Change in Market Value	Closing Balance
JIB1KENCONT	7,095,800.56			85,623.27		709,473.62	7,890,897.45
JIB3KENTD35	288,477.06			3,480.98		28,843.12	320,801.16
Total	7,384,277.62	0.00	0.00	89,104.25	0.00	738,316.74	8,211,698.61



APPENDIX



ONE JIB - Outcome Framework - Target Allocations

								Allocation	1	
Outcome	HISA	Canadian Equity Fund	Global Equity Fund	Canadian Government Bond Fund	Canadian Corporate Bond Fund	Global Bond Fund	Equity	Fixed Income	Cash	Total
Cash	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%			100.0%	100%
Stable Return	10.0%	9.0%	21.0%	9.0%	9.0%	42.0%	30.0%	60.0%	10.0%	100%
Contingency	0.0%	18.0%	42.0%	6.0%	6.0%	28.0%	60.0%	40.0%		100%
Asset Management	0.0%	27.0%	63.0%	1.5%	1.5%	7.0%	90.0%	10.0%		100%
Target Date 3-5	20.0%	3.0%	7.0%	10.5%	10.5%	49.0%	10.0%	70.0%	20.0%	100%
Target Date 5-10	0.0%	15.0%	35.0%	7.5%	7.5%	35.0%	50.0%	50.0%		100%
Target Date 10+	0.0%	22.5%	52.5%	3.75%	3.75%	17.5%	75.0%	25.0%		100%



ONE JIB - Outcome Framework - Defined

					<u> P</u>	Allocation	<u> </u>
Outcome Category	Outcome Strategy	Objective	Risk Tolerance, Liquidity	Investment Horizon	Equity	Fixed Income	Cash
Cash	Cash	Preservation of Capital	Low risk; high liquidity	< 3 years			100%
Stable Return	Stable Return	Income generation: To generate returns to fund recurring needs	Moderate risk with emphasis on growth and stable returns, regular liquidity	> 5 years (Perpetual)	30%	60%	10%
Cantingan	Contingency	Contributions for unexpected and infrequent events	Higher risk, emphasis on longer-term capital growth with some liquidity	> 5 years (Perpetual)	60%	40%	
Contingency	Asset mgt reserves	Contributions to generate returns to fund asset management reserves	Higher risk, emphasis on longer-term capital growth; low liquidity	> 10 years (Perpetual)	90%	10%	
	Target Date 3-5 yrs.	Preservation of capital	Low risk; high liquidity	3 - 5 years	10%	70%	20%
Target Date	Target Date 5-10 yrs.	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Moderate risk, liquid	5 - 10 years	50%	50%	
	Target Date 10+ yrs.	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Higher risk, emphasis on long term inflation-adjusted growth	> 10 years	75%	25%	



Glossary and Definitions for Quarterly Reports

Account

ONE Investment clients have one or more custodial accounts. All Prudent Investor Funds will be administered with ONE Investment's custodian, CIBC Mellon. Unlike Legal List accounts, MNRI invested in the ONE Investment Prudent Investor Funds will be under the control of the ONE Joint Investment Board. In most cases, the Prudent Investor clients will have multiple accounts with the custodian, with the account structure based on the investment outcomes assigned to each client. This will allow reporting to the municipal client based on the investment outcome framework.

Annual and Annualized Returns: please see Returns below.

Asset Allocation

Asset allocation is the single biggest driver of fund returns and should be set taking into account municipal risk tolerance. Also known as asset mix, it is the combination of asset classes in a fund and is normally shown as the percentage weights in each. Example asset classes are money market, Canadian bonds, global bonds, Canadian stocks and global stocks. Each of the ONE JIB Outcomes has an associated asset allocation that is designed to be appropriate for the intended investment Outcome.

Asset Mix: See Asset allocation.

Benchmark

The Benchmark is the standard against which investors compare their portfolio returns to understand its performance. Benchmark can be set either at the asset class level or for the overall portfolio. At the asset class level, benchmarks are usually chosen to represent the entire market; active managers seek to outperform their benchmarks by at least the amount of fees they charge.

For example, a typical benchmark for Canadian stocks is the S&P/TSX Composite Index which is calculated by Standard and Poor's (S&P) and for Canadian money market, the typical benchmark is the FTSE 182-Day Treasury Bill Index from the Financial Times Stock Exchange Group (FTSE). For a portfolio that aims to have risk halfway between these two asset classes, the total portfolio benchmark might be 50% S&P/TSX Composite Index and 50% FTSE 182-Day Treasury Bill Index.

Benchmark returns are always time weighted. (See Returns below for more detail on time weighted returns)



Blended Benchmark

A blended benchmark is a benchmark that is constructed from two or more underlying benchmarks. The weights of each underlying benchmark used in a blended benchmark remain constant over time.

Canadian Corporate Bond Fund

The ONE Investment Canadian Corporate Bond Fund holds short and mid-term Canadian bonds managed by MFS. Based on the benchmark duration at December 31, 2023, the permitted duration range is 3.67 to 6.67. MFS aims to outperform the benchmark, which is:

- 48% FTSE Canada Universe All Government Bond Index +
- 40% FTSE Canada Short-Term Corporate A Index +
- o 10% FTSE Canada Universe Corporate AAA/AA Index +
- o 2% FTSE Canada 91-Day Treasury Bill Index.

Canadian Equity Fund

The ONE Canadian Equity Fund holds Canadian stocks managed by Guardian Capital. Guardian aims for below-market risk, achieved with a ONE-imposed constraint on the weight of Material and Energy sectors because of the expected above-market volatility of these sectors.

Canadian Government Bond Fund

This ONE Government Canadian Bond Fund holds short-term Canadian bonds managed by MFS. Based on the benchmark duration at December 31, 2023, the permitted duration range for the Fund is 1.12 to 2.12. MFS aims to outperform the benchmark, which is:

- 60% FTSE Canada Short-Term Government Bond Index +
- 40% FTSE Canada 91-Day Treasury Bill Index.

Book Value

Book value is the Unit Cost of each holding multiplied by the number of units. It represents the amount originally paid to invest in the holding and takes into account all contributions and withdrawals.



CAD

This is a short form for "Canadian dollars". Although the outcomes have exposure to foreign securities, all returns in the report reflect Canadian dollar-based returns. Foreign holdings will be impacted by movements in foreign currencies which may impact investment returns. This impact can be reduced by currency hedging strategies. The global equity exposure does not hedge currency exposure, but the global bond exposure may use hedging. The degree to which global bond exposure is hedged back to the Canadian dollar may vary and will reflect the currency hedging strategy of the external manager.

Consolidated Holdings

Consolidated holdings are the aggregate value of all investments with ONE Investment. Consolidated holdings detailed in this report only reflect MNRI balances invested in ONE Investment's Prudent Investor Funds and HISA balances under the control of the ONE JIB. In certain cases, clients may hold ONE Investment Legal List portfolios or HISA which will not be reflected in consolidated holdings in this report. Additionally, 'in-kind' securities pledged to the ONE JIB will not be reflected in this report.

Discounts

Certain fee discounts apply for investors in the ONE Investment Prudent Investor offering. These discounts include a 4bps discount that applies to AUM of Founding Members, and 'tier discounts' that apply for any investors with balances in excess of certain thresholds. These discounts would not apply to HISA balances but would apply to balances in Legal List portfolios (if applicable). Discounts will be rebated to the municipalities on a quarterly basis. These discounts are not taken into consideration in the performance details in this investment report.

Distribution: a cash payment of interest or dividends made by ONE Investment from a fund.

Duration

This statistic applies to bonds and is similar in concept to term to maturity. The difference is that duration also takes into account the size and timing of interest payments. A bond with higher coupon payments will have a shorter duration than one with the same term to maturity and lower coupon payments: the reason is that the higher-coupon bond receives more of its return earlier. The higher the duration of a bond, the higher its sensitivity to interest rate movements.



Fees

Fees include all expenses involved in managing the fund: external investment manager fees, custody costs, ONE Investment's costs and administrative costs.

Global Bond Fund

The ONE Global Bond Fund is an unconstrained global bond mandate managed by Manulife Asset Management. The unconstrained nature of the mandate means that the fund will contain a mix of global government, corporate and securitized debt, including emerging markets and high-yield securities. The mandate is not constrained by sector or currency. Manulife aims to outperform the benchmark, which is Bloomberg Barclays Multiverse Index Unhedged.

Global Equity Fund

The ONE Global Equity Fund holds Global stocks managed by Mawer Investment Management. Mawer aims to outperform the benchmark, which is MSCI All Country World Index (ACWI). This mandate invests in both emerging and developed markets. Manager will allocate capital to the best global opportunities, which may include both large and small capitalization companies. This mandate is intended to be a broadly diversified portfolio of wealth-creating companies bought at discounts to their intrinsic values that typically employ a long-term holding period.

High Interest Savings Account (HISA)

This bank account is provided by CIBC. Its very short-term nature precludes it from being considered an investment. Interest income from HISA will be reflected only in the executive summary page as will a list of HISA transitions. As the HISA product is a demand deposit, its value of his does not fluctuate daily. In this way it differs from the ONE Investment fund whose price change in response to changes in the value of underlying investments. Returns for individual accounts holding HISA will not be presented in the report beyond what is disclosed in the executive summary. HISA balances held in the Prudent Investor Offering reflect MNRI and will be under the control of the ONE JIB.

Holdings: the ONE Investment funds or HISA Balances held in client accounts.

Inception Date

The inception is the first date that an investment was made. For each account, this will be the first time funds were transferred in; for funds offered by ONE Investment, it is the date the funds started. For ONE JIB Founders, the Inception date is July 2, 2020.



Income

Income is a cash flow generated by an investment and normally includes interest on bonds and dividends on stocks. It is differentiated from capital gains, which also contribute to returns, but which are not considered income.

Investment Manager

Investment managers are external firms hired by ONE Investment to create funds to our specifications. These are MFS Investment Management Canada for Canadian fixed income, Manulife Asset Management for global fixed income, Guardian Capital Group Ltd for Canadian equity, and Mawer Investment Management Ltd for global equity.

Market Value

The value of an investment at current market prices, calculated by multiplying the Price (defined below) by the number of units held.

ONE Joint Investment Board (ONE JIB)

The joint board established by founding municipalities as a municipal services board under section 202 of the Act as required under Part II of the Regulation, and is the duly appointed Joint Investment Board for the municipality, as constituted from time to time and acting pursuant to the Terms of Reference set out in the ONE JIB Agreement.



Outcome

Outcome means, in the context of the Investment Plan, the same thing as 'solution'. Investment Outcomes are a set of investment allocations with varying risk/return characteristics. The Outcomes assigned to each municipal investor are intended to reflect the needs and circumstances of the municipality. ONE JIB has five pre-defined basic outcomes:

Cash:

The Cash Outcome is designed for investments with a time horizon of less than 3 years. Preservation of capital and liquidity are the highest priorities. Investments allocated to this outcome are expected to be transferred back to the care and control of the municipal treasurer when the funds are reclassified as MRI.

Contingency:

The Contingency outcome is designed for investing contingency reserves. The funds in this outcome may be drawn upon to meet unexpected needs and infrequent events. The investment horizon for this outcome is typically greater than 5 years, with an emphasis placed on long-term growth and preservation of purchasing power is a key consideration.

Asset Management Reserves:

The Asset Management Reserve Outcome is specifically designed for very long investment horizons with a well-defined purpose. Allocations to this Outcome are intended to generate returns to help fund asset management objectives. The long-term nature of asset management reserves allows this Outcome to emphasize long-term growth.

Stable Return:

The Stable Return Outcome is designed to provide an annual income while preserving the value of the principal investment. The principal amount is often invested in perpetuity with no intent to withdraw for the foreseeable future. This outcome is frequently used by municipalities looking to replace the income stream of a utility that has been sold, with some or all proceeds of the sale acting as the principal.



Target Date:

The Target Date Outcomes are designed for contributions toward planned capital projects. There are three target date designs for different time horizons: 3 to 5 years; 5 to 10 years; and greater than 10 years. For capital projects in the 3-to-5-year range, preservation of capital is prioritized. For projects in the 5-to-10-year range, emphasis is placed on inflation mitigation and meeting target funding requirements. For projects in the greater-than-10-year range, emphasis is placed on longer-term inflation adjusted growth.

Price

The price of ONE funds is the unit price at a point in time, also known as the net asset value, which is calculated daily by CIBC Mellon. This price takes into account the last traded prices of all securities held by the manager, the bid/ask spread where no recent trade is available and a daily accrual for all fees including investment management and administration.

Prudent Investor Standard

The standard requiring ONE JIB, when investing money under section 418.1 of the Act, to exercise the care, skill, diligence and judgement that a prudent investor would exercise in making such an investment but does not restrict the securities in which a municipality can invest. The Prudent Investor standard applies to the entire portfolio of Long-Term Funds under control of ONE JIB rather than to individual securities.

Quality

This statistic refers to the creditworthiness of bonds based on ratings provided by bond rating agencies such as S&P, DBRS, Fitch and Moody's. The highest quality bonds are rated AAA and range down from there to AA, A and BBB, all of which are investment grade ratings. Ratings below BBB are considered high yield. The lower a credit rating, the higher a bond's yield to maturity and commensurate risk of default on interest payments or principal. The credit rating on an entire fund is calculated as a weighted average.

Realized and Unrealized Gains

Capital gains reflect the movement in the Price of investments as they rise over time relative to their average Unit Cost. Negative gains are losses, meaning that the Price of the units in the account is lower than the average Price paid for them (Unit Cost). Because gains / losses are calculated based on net asset values, they are diminished by the amount of fees. (Please see Fees, Price and Unit Cost.)



- Unrealized gains exist "on paper" until the investment is sold in return for cash, at which point they become realized.
- **Realized gains** are generated by withdrawals from accounts during the time period in question based on the unit Price compared to the Unit Cost.

Returns

Returns measure the percentage increment in value generated by investments over a period of time. Unless otherwise noted, time-weighted total returns are reported here, which include all forms of income and capital gains. There are different aspects to return calculations explained below.

- Calendar Year Return: reflects the total return generated by investments in the specified year any between January 1 to December 31.
- Annualized Returns: the total return generated by investments in each year for holding periods greater than one year. Annualized returns are the geometric average over a multi-year period, meaning they represent the compound return. For periods of one year or less, the actual return is shown without the effect of compounding.
- Returns in this report are calculated net of fees based on the Prices of the ONE Investment funds. These are calculated daily by CIBC Mellon and take into account all fees and costs associated with managing the fund.
- Return details in this report do not account for fee discounts that may apply for some Prudent Investor clients.
- Time-weighted returns: returns in this report are time-weighted in order for them to be compared to the benchmarks. Time-weighted returns are calculated in a way that excludes the effect of the timing of contributions and withdrawals (cash flows) from the fund. (To capture the effect of cash flows and measure their impact on returns, investors would instead need use dollar-weighted return calculations.)

Unit Cost

Unit Cost is the weighted average Price paid for all the Fund units held in the account and reflects the impact of units bought and sold over time.

Unrealized Gains: Please see Realized and Unrealized Gains

Value Added: The return generated by an investment manager above (or below, if negative) the benchmark.

Year to Date: The time period beginning January 1 and ending at the most recent quarter end.



Consolidated Portfolio Summary

City Of Kenora as at December 31, 2024

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Sι	ım	m	а	ry

High Interest Savings Account Portfolio	\$8,632,572.87	(100.0%)	2 accounts
Money Market Portfolio	\$0.00	(0.0%)	4 accounts
Canadian Government Bond Portfolio	\$0.00	(0.0%)	4 accounts
Canadian Corporate Bond Portfolio	\$0.00	(0.0%)	2 accounts
Canadian Equity Portfolio	\$0.00	(0.0%)	2 accounts
Total Portfolio Value	\$8,632,572.87	(100%)	14 accounts

Account Details			
Accounts by	y Fund		
High Interest Savings Account Portfolio	Accounts		
Suggested Investment Duration: 1-18 Months Ideal for Investing:	0002476961286 18	o2 HISA	0.00
 Current year operating funds 	049026765106	HISA	8,632,572.87
 Capital funds to be expended in the next 18 months Anytime a guaranteed rate of return is required Funds normally deposited in a low interest bank account 	Total		8,632,572.87
Money Market Portfolio	Accounts		
Suggested Investment Duration: 1-18 Months	5700170-30	KEN1KCPTF	0.00
Ideal for Investing: • Current year operating funds	5700171-10	KEN2RESERVE	0.00
 Capital funds to be expended in the next 18 months 	5700172-90	KEN3ROADS	0.00
Short-term "parking" while long-term investment decisions	5700173-70	KEN4WTP	0.00
are contemplated	Total		0.00
Canadian Government Bond Portfolio	Accounts		
Suggested Investment Duration: 18 Months - 3 Years	5700170-30	KEN1KCPTF	0.00
Ideal for Investing: • Surplus operating funds not required in the current year	5700171-10	KEN2RESERVE	0.00
 Surplus operating runds not required in the current year Capital funds to be expended in the next one to three years 	5700172-90	KEN3ROADS	0.00
Gas Tax receipts not expended in the current year	5700173-70	KEN4WTP	0.00
	Total		0.00



Consolidated Portfolio Summary

City Of Kenora as at December 31, 2024

Page 2 of 2

Canadian Corporate Bond Portfolio	Accounts		
Suggested Investment Duration: 4+ Years Ideal for Investing: • Long-term infrastructure funding	5700170-30 5700171-10	KEN1KCPTF KEN2RESERVE	0.00
 Capital asset management and remediation reserves Perpetual and trust funds, as required for cemetary funds Development charge receipts not required in the short term 	Total		0.00
Canadian Equity Portfolio	Accounts		
Suggested Investment Duration: 5+ Years Ideal for Investing: • Long-term infrastructure funding	5700170-30 5700171-10	KEN1KCPTF KEN2RESERVE	0.00
 Capital asset management and remediation reserves Perpetual and trust funds, as required for cemetary funds Development charge receipts not required in the short term 	Total		0.00

Accounts by Group				
Proce Deference:	VEN1VCDTE	Funds		
Cross-Reference:		Funds:	Money Market:	0.00
otal Value:	\$0.00		Bond:	0.00
			Corporate Bond:	0.00
			Equity:	0.00
Cross-Reference:	KEN2RESERVE	Funds:	Money Market:	0.00
otal Value:	\$0.00		Bond:	0.00
			Corporate Bond:	0.00
			Equity:	0.00
Cross-Reference:	KEN3ROADS	Funds:	Money Market:	0.00
otal Value:	\$0.00		Bond:	0.00
`ross-Reference	KFN4WTP	Funds:		0.00
		i dilas.	Money Market:	0.00
otal Value:	\$0.00		Bond:	0.00
Total Value: Cross-Reference:	\$0.00 KEN3ROADS		Equity: Money Market: Bond: Corporate Bond: Equity: Money Market: Bond: Money Market:	0.00 0.00 0.00 0.00 0.00 0.00

Current Month Statements

Statement of Account

Monthly

December 01, 2024 to December 31, 2024

Account Number: 049026765106

Type: High Interest Savings Account

Attention: City Of Kenora



Summary (from Janu	uary 01, 2024)			
Opening Balance	Year to Date Deposits	Year to Date Withdrawals	Year to Date Interest	Closing Balance
\$7,511,807.37	\$700,000.00	\$0.00	\$420,765.50	\$8,632,572.87

Date	Transaction/Detail	Amount	Balance
01-Dec-24	Opening Balance		\$8,602,356.09
04-Dec-24 04-Dec-24	PROMO INTEREST INTEREST @ 4.2750%	\$2.62 \$30,214.16	
31-Dec-24	Closing Balance	\$30,216.78	\$8,632,572.87

For information about this statement, or your One Investment accounts, please contact Jason Hagan (AMO/LAS) at JHagan@oneinvestment.ca or Jennifer Hess (MFOA/CHUMS) at JHess@oneinvestment.ca

Year to Date Statements

Statement of Account Year to Date

January 01, 2024 to December 31, 2024

Account Number: 049026765106

High Interest Savings Account Type:

Attention: City Of Kenora



Summary (from Janu	uary 01, 2024)			
Opening Balance	Year to Date Deposits	Year to Date Withdrawals	Year to Date Interest	Closing Balance
\$7,511,807.37	\$700,000.00	\$0.00	\$420,765.50	\$8,632,572.87

Date	Transaction/Detail	Amount	Balance
01-Jan-24	Opening Balance		\$7,511,807.37
05-Jan-24	INTEREST @ 5.4650%	\$34,845.99	
05-Feb-24	INTEREST @ 5.4650%	\$35,006.97	İ
05-Mar-24	INTEREST @ 5.4650%	\$32,899.02	İ
11-Mar-24	CMO TRANSFER FROM: 04902/19-59816	\$236,000.00	İ
03-Apr-24	INTEREST @ 5.4650%	\$36,065.37	İ
15-Apr-24	CMO TRANSFER FROM: 04902/19-59816	\$464,000.00	İ
03-May-24	INTEREST @ 5.4650%	\$36,525.76	İ
05-Jun-24	INTEREST @ 5.4650%	\$38,918.08	İ
04-Jul-24	INTEREST @ 5.2550%	\$36,371.28	İ
06-Aug-24	INTEREST @ 5.1550%	\$37,035.01	İ
05-Sep-24	INTEREST @ 4.9650%	\$35,815.82	İ
03-Oct-24	INTEREST @ 4.7450%	\$33,269.01	İ
05-Nov-24	INTEREST PAID OCT 2024	\$33,795.09	İ
05-Nov-24	PROMO INTEREST	\$1.32	İ
04-Dec-24	PROMO INTEREST	\$2.62	İ
04-Dec-24	INTEREST @ 4.2750%	\$30,214.16	
31-Dec-24	Closing Balance	\$1,120,765.50	\$8,632,572.87

For information about this statement, or your One Investment accounts, please contact Jason Hagan (AMO/LAS) at JHagan@oneinvestment.ca or Jennifer Hess (MFOA/CHUMS) at JHess@oneinvestment.ca

Account Lifetime Statements

Statement of Account

January 01, 2019 to December 31, 2024

Account Number: 049026765106

High Interest Savings Account Type:

City Of Kenora Attention:



Summary (from Janu	uary 01, 2019)			
Opening Balance	Year to Date Deposits	Year to Date Withdrawals	Year to Date Interest	Closing Balance
\$0.00	\$27,028,903.76	(\$19,570,172.42)	\$1,173,841.53	\$8,632,572.87

Date	Transaction/Detail	Amount	Balance
01-Jan-19	Opening Balance		\$0.00
23-Jan-19	DEPOSIT	\$4,906,694.04	
04-Mar-19	DEPOSIT	\$900,000.00	
05-Mar-19	INTEREST @ 2.4150%	\$9,090.15	
03-Apr-19	INTEREST @ 2.4150%	\$11,747.68	
03-May-19	INTEREST @ 2.4150%	\$11,565.70	
05-Jun-19	INTEREST @ 2.4150%	\$11,975.02	
04-Jul-19	INTEREST @ 2.4150%	\$11,610.81	
06-Aug-19	INTEREST @ 2.4150%	\$12,022.62	
05-Sep-19	INTEREST @ 2.4150%	\$12,045.61	
03-Oct-19	INTEREST @ 2.4150%	\$11,681.61	
06-Nov-19	INTEREST @ 2.4150%	\$12,096.71	
04-Dec-19	INTEREST @ 2.4150%	\$11,728.00	
07-Jan-20	INTEREST @ 2.4150%	\$12,144.79	
05-Feb-20	INTEREST @ 2.4150%	\$12,167.21	
04-Mar-20	INTEREST @ 2.4150%	\$11,406.86	
03-Apr-20	INTEREST @ 1.7050%	\$8,626.04	
04-May-20	INTEREST @ 0.9150%	\$4,486.78	
03-Jun-20	INTEREST @ 0.9150%	\$4,639.94	
24-Jun-20	DEPOSIT	\$5,516,805.72	
02-Jul-20	CMO TRANSFER TO: 04902/19-79310	(\$5,764,807.42)	
06-Jul-20	INTEREST @ 0.9150%	\$5,461.93	
06-Aug-20	INTEREST @ 0.9150%	\$4,599.23	
03-Sep-20	INTEREST @ 0.9150%	\$4,458.39	
05-Oct-20	INTEREST @ 0.9150%	\$4,318.26	
04-Nov-20	INTEREST @ 0.9150%	\$4,465.36	
03-Dec-20	INTEREST @ 0.9150%	\$4,324.75	
07-Jan-21	INTEREST @ 0.9150%	\$4,472.40	
03-Feb-21	INTEREST @ 0.1650%	\$807.04	
03-Mar-21	INTEREST @ 0.1650%	\$729.15	
06-Apr-21	INTEREST @ 0.1650%	\$807.37	
05-May-21	INTEREST @ 0.1650%	\$781.43	
03-Jun-21	INTEREST @ 0.1650%	\$807.59	
06-Jul-21	INTEREST @ 0.7150%	\$3,387.16	
05-Aug-21	INTEREST @ 0.7150%	\$3,501.83	
03-Sep-21	INTEREST @ 0.7150%	\$3,504.01	
21-Sep-21	DEPOSIT	\$11,749,038.00	
21-Sep-21	DEPOSIT	\$1,556,327.00	
23-Sep-21	CMO TRANSFER TO: 04902/19-59816	(\$11,749,038.00)	
23-Sep-21	CMO TRANSFER TO: 04902/19-59816	(\$1,556,327.00)	
23-Sep-21	CMO TRANSFER FROM: 04902/19-59816	\$1,400,039.00	
05-Oct-21	INTEREST @ 0.7150%	\$4,133.85	
03-Nov-21	INTEREST @ 0.7150%	\$4,358.79	
03-Dec-21	INTEREST @ 0.7150%	\$4,220.89	
07-Jan-22	INTEREST @ 0.7150%	\$4,364.16	
07-5an-22 03-Feb-22	INTEREST @ 0.7150%	\$4,366.46	
03-Mar-22	INTEREST @ 0.7150%	\$3,946.59	
UU-IVIAI -ZZ		φ3,940.39	

Date	Transaction/Detail	Amount	Balance
05-Apr-22	INTEREST @ 0.9450%	\$5,778.20	
04-May-22	INTEREST @ 1.2450%	\$7,372.37	
03-Jun-22	INTEREST @ 1.4650%	\$8,973.53	
06-Jul-22	INTEREST @ 1.9450%	\$11,543.88	
04-Aug-22	INTEREST @ 2.5450%	\$15,630.70	
06-Sep-22	INTEREST @ 2.9650%	\$18,250.46	
05-Oct-22	INTEREST @ 3.5450%	\$21,165.37	
03-Nov-22	INTEREST @ 3.7950%	\$23,482.48	
05-Dec-22	INTEREST @ 4.2150%	\$25,325.39	
08-Dec-22	CMO TRANSFER TO: 04902/19-59816	(\$500,000.00)	
20-Dec-22	CMO TRANSFER FROM: 04902/19-59816	\$300,000.00	
06-Jan-23	INTEREST @ 4.6050%	\$27,623.56	
03-Feb-23	INTEREST @ 4.7650%	\$28,977.53	
03-Mar-23	INTEREST @ 4.9650%	\$27,391.27	
05-Apr-23	INTEREST @ 4.9650%	\$30,442.83	1
03-May-23	INTEREST @ 4.9650%	\$29,575.68	
05-Jun-23	INTEREST @ 4.9650%	\$30,695.33	
06-Jul-23	INTEREST @ 5.1550%	\$30,962.71	1
03-Aug-23	INTEREST @ 5.3650%	\$33,435.15	
06-Sep-23	INTEREST @ 5.4650%	\$34,226.72	
05-Oct-23	INTEREST @ 5.4650%	\$33,260.43	1
03-Nov-23	INTEREST @ 5.4650%	\$34,530.05	
05-Dec-23	INTEREST @ 5.4650%	\$33,580.22	
05-Jan-24	INTEREST @ 5.4650%	\$34,845.99	
05-Feb-24	INTEREST @ 5.4650%	\$35,006.97	
05-Mar-24	INTEREST @ 5.4650%	\$32,899.02	
11-Mar-24	CMO TRANSFER FROM: 04902/19-59816	\$236,000.00	1
03-Apr-24	INTEREST @ 5.4650%	\$36,065.37	
15-Apr-24	CMO TRANSFER FROM: 04902/19-59816	\$464,000.00	
03-May-24	INTEREST @ 5.4650%	\$36,525.76	
05-Jun-24	INTEREST @ 5.4650%	\$38,918.08	
04-Jul-24	INTEREST @ 5.2550%	\$36,371.28	
06-Aug-24	INTEREST @ 5.1550%	\$37,035.01	
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05-Nov-24	INTEREST PAID OCT 2024	\$33,795.09	
05-Nov-24	PROMO INTEREST	\$1.32	
04-Dec-24	PROMO INTEREST	\$2.62	
04-Dec-24	INTEREST @ 4.2750%	\$30,214.16	
31-Dec-24	Closing Balance	\$8,632,572.87	\$8,632,572.87

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March 28, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Heather Pihulak, Director of Corporate Services/City Clerk

Re: Appointing a Permanent Term Deputy Mayor

Recommendation:

That Council hereby receives the report on appointing a permanent term, Deputy Mayor.

Background:

The Municipal Act, 2001, (the Act) does not require municipalities to appoint a Deputy Mayor. Section 225 of the Act outlines the role of the Head of Council, being the Mayor, but is silent on the appointment of a Deputy Mayor. Section 242 of the Act, provides that Council may appoint a member:

- to act in the place of the Head of Council; and
- to preside at meetings in the absence of the Head of Council with all the powers and duties of the Head of Council with respect to the role of presiding at meetings.

The role of the Deputy Mayor has traditionally been to cover for the Mayor in his/her absence.

In accordance with Council's Procedural Bylaw, Council has used a rotational appointment for the Deputy Mayor since Amalgamation in 2000, rotating in alphabetical order every eight months for the duration of the term. This rotating appointment allows the opportunity for each member of Council to have experience with mayoral duties.

The demands in the office of the Mayor have grown and therefore require increased demand for the role of Deputy Mayor. Having a consistent Deputy Mayor allows the Mayor to share duties and makes it possible to attend more events and meetings if portfolios were created where the Deputy represents and remains current on the issue.

At the January 2025 Committee of the Whole meeting, Council provided formal direction to Administration to explore options with respect to changing the current process and making the position of Deputy Mayor a permanent Council term appointment.

This report will be broken into two sections to address the immediate option for Council to choose a permanent Deputy Mayor and the longer-term option for future Councils.

2022-2026 Term of Council

We are more than halfway through our term of the current Council which means half of the members have been in the role of Deputy Mayor. Mayor Poirier has been asked to be part of several advocacy groups and boards which have direct benefit to the municipality by having our Mayor attend strategic meetings and collaborating to address issues that have great impact on us. Further, having a dedicated Deputy Mayor will Page 157 of 364

provide the Mayor with the opportunity to assign certain portfolios and responsibilities to the Deputy to act on his behalf.

Options to Consider for balance of 2022-2026 term:

Option #1

Maintain the current 8-month rotation of Deputy Mayor duties completing the next three members of Council as Deputy Mayor.

Option #2

Appoint a Deputy permanent term Deputy Mayor by:

- Individual member of Council expressing interest by way of letter to Council
- Nomination by members of Council
- Council would then vote by secret ballot

Challenges with Option #2

- a) any member of Council who has not had their rotation in the Deputy Mayor duties would lose that opportunity.
- b) under this new model, only one deputy mayor would be appointed, and should several members of Council be interested, the opportunity would be lost.
- c) Council may consider additional compensation for a permanent term appointment, increasing budget allocation.

<u>Potential Options re: Election of Deputy Mayor - 2026 Election:</u>

Section 271 of the Act provides Council the ability via by-law to change the composition of council structure. This section provides as follows:

CHANGES TO COUNCIL

Composition of council of local municipality

- 217. (1) Without limiting sections 9, 10 and 11, those sections authorize a local municipality to change the composition of its council subject to the following rules:
 - 1. There shall be a minimum of five members, one of whom shall be the head of council.
 - 2. The members of council shall be elected in accordance with the *Municipal Elections Act*, 1996.
 - 3. The head of council shall be elected by general vote.
 - 4. The members, other than the head of council, shall be elected by general vote or by ward or by any combination of general vote and wards.

In reviewing the above, this section states a few things to note. The members, other than the Head of Council, shall be elected by general vote or by any combination of general vote. Additionally, Council by way of by-law may change the composition of Council but for the by-law to be effective for the 2026 election it will need to be passed prior to January 1, 2026. If it is not passed prior to that date, then the by-law will not be in effect for the 2026 election but will apply to the subsequent 2030 election.

Option #1:

Council passes a bylaw to alter the composition of Council and the Deputy Mayor position becomes an elected at large position.

Option #2:

The Deputy Mayor position to be appointed at the inaugural Meeting of each new Council, a Deputy would be filled by by-law, by the Councillor who received the greatest number of votes in the election.

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Option #3:

Council elects to not have the position of Deputy Mayor as part of the election ballot and Council chooses the Deputy Mayor from the elected Councillor in accordance with established criteria.

Options under the criteria to be established include:

- Individual members of Council provide express interest by way of letter or resume
- Nomination by members of Council
- Council would then vote by secret ballot
- Mayor recommends a member to be appointed by Council. Consensus would still require approval by Council.
- The Deputy Mayor could serve a two-year term and then Council votes to appoint a Deputy for the next two years, OR it can be the same Councillor for the entire Council term.

Potential Procedure:

- The Clerk shall include an item on the agenda for the first meeting of Council following the inaugural meeting, specifying the need to appoint a Deputy Mayor.
- Members of Council may nominate themselves or another eligible member of Council for the role of Deputy Mayor. Nominations must be seconded.
- If there is only one nominee, Council shall proceed to appoint the nominee by resolution.
- If there is more than one nominee, Council shall vote by secret ballot to select the Deputy Mayor. The Clerk shall administer the voting process, and the member receiving the most votes shall be appointed as the Deputy Mayor.
- In the event of a tie, the Clerk shall draw the name of one of the tied nominees to break the tie, and that member shall be appointed as the Deputy Mayor.
- If the position of Deputy Mayor becomes vacant during the term of Council, Council shall appoint a new Deputy Mayor. The appointment shall take effect immediately upon passage of the by-law appointing the new Alternate Mayor.

The Deputy Mayor portfolio could assist the Mayor in conducting mayoral duties, and to further develop skills of the Members of Council. The Deputy Mayor portfolio aims to make best use of the diverse experience and background of the Members of Council through attendance at meetings/events on behalf of the Mayor; participation/representation on civic committees, local boards, commissions or agencies and other related organizations and assistance with advocacy as required.

It is anticipated that the experience earned as Deputy Mayor will create subject matter expertise amongst Members of Council and may support succession planning.

Budget: Current City of Kenora Councillor annual remuneration is \$20,706.50 and the Mayor receives an annual remuneration of \$41,263.61. Currently the Deputy Mayor position does not receive additional remuneration to factor in the additional role/responsibilities expected over and above their dual role as Councillor. If under an elected at large scenario, the role of the Deputy Mayor becomes more active or enhanced then a review of the current Deputy Mayor remuneration may be considered.

Risk Analysis: There is a low risk associated with this report, and it provides guidance to Council on the options for a permanent term Deputy Mayor.

Communication Plan/Notice By-law Requirements: A communication plan will be established once direction is provided by Council.

Strategic Plan or another Guiding Document: Procedural Bylaw and Municipal Act



March 24, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Roberta Marsh, Director Human Resource, Risk, & Insurance

Re: Collective Agreement between the Corporation of the City of Kenora and Canadian Union of Public Employees (CUPE) Local 191

Recommendation:

That Council hereby approve the Collective Agreement between the Corporation of the City of Kenora and the Canadian Union of Public Employees (CUPE) Local 191; and further

That three readings be given to a bylaw to execute the Collective Agreement.

Background:

An agreement was reached between the Corporation of the City of Kenora and CUPE LOCAL 191 for the term of two (2) years, January 1, 2024 – December 31, 2025. The Memorandum of Settlement is now ready for execution by bylaw.

The Collective Agreement will be updated to reflect the approved amendments as agreed to by Memorandum of Settlement and a new Collective Agreement will be prepared upon Council ratification.

Budget: Amendment has been made to the 2025 operating budget to fund the incremental costs for 2024 and 2025. The 2025 budget will reflect the approved increases for those years.

Risk Analysis: All risks associated with the expiry of the 2020 – 2023 Collective Agreement between the two parties, have now been mitigated.

Communication Plan/Notice By-law Requirements: Circulation of the new Collective Agreement to CUPE and all City Managers and Supervisors along with appropriate review and training in its administration will be provided.

Strategic Plan or other Guiding Document:

City of Kenora Charting Our Course 2027 - 2022-2027 Strategic Plan Focus Area 4 Service Delivery and Organizational Capacity Goal 4.2 Maximize human capacity and capability.

MEMORANDUM OF SETTLEMENT

BETWEEN

THE CORPORATION OF THE CITY OF KENORA

("Employer")

AND

CANADIAN UNION OF PUBLIC EMPLOYEES, LOCAL 191

("Union")

- The parties agree to the terms of this Memorandum as constituting full and final settlement of all matters in dispute concerning the renewal of the parties' collective agreement for the bargaining unit.
- The undersigned representatives of the parties hereby agree to unanimously recommend the following settlement of a renewal collective agreement to their respective principals for ratification.
- The parties agree that the term of the collective agreement shall be from January 1, 2024 to December 31, 2025.
- 4. The parties agree that the said collective agreement shall include the terms of the previous collective agreement which expired on December 31, 2023 and amendments set forth on the attached Appendix "A" of this Memorandum of Settlement.
- Except as provided otherwise, all changes to the collective agreement will become effective from the date of later ratification by either party.
- For employees employed on the date of ratification, retroactive salary payments will be paid within three (3) full pay periods of the date of later ratification by either party. In the

- case of former employees, retroactive salary payments will be paid, within five (5) full pay periods of the date of later ratification by either party.
- The Union agrees that they shall seek ratification of this tentative agreement by no later than March 14, 2025. The Employer agrees that they shall seek ratification of this tentative agreement by no later than April 15, 2025.
- 8. The parties agree that there shall be no work stoppage (i.e. strike / lockout) pending ratification. Should the tentative agreement not be ratified, the parties agree to meet and discuss and in no event will any strike or lockout occur without providing seventy-two (72) hours notice.
- The final form of the renewal collective agreement is subject to a housekeeping review including, for example, consecutive numbering of all Articles and numerical consistency in references to Articles throughout the collective agreement.
- Any errors or omissions shall be mutually resolved by the parties acting reasonably with a desire to effect a final and binding collective agreement.

Dated at the City of Kenora this 8th day of March, 2025

For the Union

For the Employer

1.05 Work of the Bargaining Unit

- (a) Persons whose regular jobs are not in the bargaining unit shall not work on any jobs which are included in the bargaining unit except for purposes of instruction, emergency, or when regular employees are not readily available.
- (b) No present employee at the date of ratification (March, 2001) shall be laid off due to any contracting out.
- (c) The Employer shall provide notice in accordance with 8.01(a) prior to the implementation of any new technology that could impact the job security, workload or job content of union members.

3.01 New Employees

A representative of the Union shall be given an opportunity to meet with each new employee within regular working hours and without loss of pay for a maximum of thirty (30) minutes during the first month week of employment, for the purpose of discussing with the new employee the benefits and duties of Union membership, and their responsibilities and obligations to the Employer and the Union.

7.01 Seniority Lists

- (a) Upon the signing of this Agreement and annually thereafter, the Employer shall post on bulletin boards in all offices and furnish the Union with a seniority list forregular full-time and regular part-time employees. Where two (2) or more employees commenced work on the same day, the greater seniority shall be given to the employee with the earliest date of application for employment.
- (b) An up to date seniority list shall be sent to the Union and posted in January 1st of each year. It will then be updated quarterly. No objection may be taken by the Union or by any employee unless notice of objection is given to the Employer within one (1) calendar month after the posting of the seniority list in which the item first appeared.



7.03 <u>Probation and Newly Hired Employees</u>

- (a) Each newly employed regular full-time **and part-time** employee**s** shall be on probation until having completed six (6) calendar months of active continuous service with the Employer.
- (b) Each newly hired part-time or casual employee shall be on probation until having completed 1040 hours of active continuous service with the Employer.
- (c)(b) During their probationary period, employees shall be entitled to all the rights and privileges of this Collective Agreement, except where specifically excluded. The employment of such employees may be terminated at any time during the probationary period without recourse to the grievance procedure, unless the Union claims discrimination, as noted in Article 1.08 of this Agreement, as the basis oftermination.
- (d)(c) After completion of the probationary period, seniority shall be effective from theoriginal date of continuous employment.

16.02 Pallbearer Attendance for Funeral/Celebration of Life

The Employer shall grant one full day's leave without loss of salary, wages, seniority or benefits to attend a funeral/celebration of life as a pallbearer.

19.01 Co-operation on Safety

The Employer shall observe all reasonable precautions and provide all safety devices, or appliances or clothing as established by the Joint Health and Safety Committee, that may be reasonably required for the protection of employees. All employees will utilize all such devices, appliances, and clothing and shall co-operate with the Employer in the prevention of accidents, and will, from time to time as the occasions require, make such representation to the Employer as to the prevention of accidents as may be considered necessary.

Article 11 Paid Holidays

11.01 update to include The National Day for Truth and Reconciliation – September 30

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Response to CUPE Proposals to Amend the Collective Agreement

Between

THE CORPORATION OF THE CITY OF KENORA

(The Employer)



AND

CANADIAN UNION OF PUBLIC EMPLOYEES LOCAL 191

(The Union)

Errors and Omissions Excluded

NOVEMBER 25 and 26, 2024

HOUSEKEEPING ITEMS:

Organizational Structure: CBA updated to reflect the organization structure as approved by Council. Notice provided to the Union on March 24, 2022, re Strategic Alignment of Staffing Resources.

Department – Most commonly led by a single Director reporting to the CAO. The department refers to the broadest category of services delivered across the organization. Departments include:

- Office of the Chief Administrative Officer
- Corporate Support Services
- Economic Development and Tourism
- Engineering & Infrastructure Services
- Finance and Administrative Services
- Fire and Emergency Services
- Human Resource, Risk, and Insurance Services
- Planning and Building Services

Division – Under the direction of a General Manager, a division combines two or more branches requiring a level of interdependency to deliver a service. Divisions include:

- Engineering
- Public Works
- · Recreation, Art, and Culture
- Utilities

Branch – A business unit responsible for delivering core services to the City of Kenora. Depending on the size and scope of the Branch, these service units are led by an individual at a supervisor/manager level. Branches include but are not limited to:

- Roads Maintenance
- Parks Maintenance
- Facilities Maintenance
- Recreation Services
- Aquatic Services
- Recreation Facilities Maintenance
- Solid Waste Management
- Wastewater Treatment
- Underground Services
- Fleet Services
- Customer Services
- Communications
- Provincial Offenses
- Bylaw Services
- Finance Services
- Tourism Services

ARTICLE 1 – RECOGNITION AND DEFINITIONS

1.02 Definitions

- (k) Shift is defined as one scheduled workday based on the employee's regular hours of work.
- (n) <u>Seven-day Operation</u> means the continuous operation to deliver city services, that are carried out with consecutive shifts of employees seven days of the week without interruption. Shifts will consist of either five consecutive shifts of (8) hours or four consecutive shifts of ten (10) hours.

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12.05 Hours of Work Community & Development Services

Article 12.01 above does not apply to the positions listed in this article.

Due to the necessity of the Recreation Centre, it is to remain open during hours other than normal working hours of most Municipal Employees. The Recreation Centre is a 7- day operation.

Fitness Consultant

The regular hours of work for the Fitness Consultant are 8 hour tours of duty for full-time staff between 5:45 a.m. and 10:00 p.m. with a one-half hour unpaid lunch break.

Desk Attendant

The regular hours of work for the Desk Attendant is 8 hour tours of duty for the full-time Desk Attendant between 5:45 a.m. and 10:00 p.m. with a one-half hour unpaid lunch break.

Pool / Aquatic Staff

The regular hours of work for Pool / Aquatic Staff shall consist of 8 or 7.5 hour tours of duty for full-time staff between 5:45 a.m. and 10:00 p.m. with a one-half hour unpaid lunch break.

Regular Part-time Life Guards

A regular part-time Life Guard is defined as an employee who has made a commitment to work on a pre-determined schedule of not more than 24 hours per week. Regular part-time Life Guards may work more than 24 hours per week on occasion to temporarily replace day to day leaves of absence or vacation. Regular part-time Life guards shall not replace on a long term or permanent basis. Regular part-time Life Guards may be required to work split shifts.

Maintenance Staff

The regular hours of work for Maintenance staff shall consist of 10 hour tours of duty for full-time staff between 5:00 a.m. and 12:30 a.m. with a one-half hour paid lunch break which requires them to remain in the building.

Two maintenance positions will be designated as full-time, 40 hour, split-shift Arena Maintenance workers. A split-shift position may be divided into no more than two time blocks in the same day.

Part-Time Maintenance Staff

A regular part-time maintenance staff is defined as an employee who has made a commitment to work on a pre-determined schedule of not more than 24 hours per week on occasion to temporarily replace day-to-day leaves of absence or vacation. Regular Part-Time Maintenance staff shall not replace on a long-term or permanent basis. Regular Part-Time Maintenance Staff may be required to work split shifts.

Janitor Custodian

The regular hours of work for the Janitor Custodian are 8 hour tours of duty shifts between the hours of 5:00 a.m. and 8:00 p.m. with a one-half hour unpaid lunch break.

Part-Time Custodian

Part-Time Custodian $C_{LS} + O(100)$ The hours of work for part-time janitor may be scheduled between the hours of 5:00 a.m. and 12:30 a.m. with a one-half hour unpaid paid lunch break.

Facility Maintenance Coordinator (Carpenter)

The regular hours of work for the **Facility Maintenance Coordinator** Carpenter are Monday to Friday, inclusive, between the hours of 8:00 a.m. and 4:30 p.m. with a one-half hour unpaid lunch break.

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- (a) Upon submission of a valid, original receipt, the Employer shall reimburse an employee for the initial training cost incurred by an employee in order to obtain or maintain a trade licence certificate or membership in a professional organization, that is required by the Employer. If, due to two (2) failed attempts, the employee is required to repeat any training orcertifications, any associated costs will be at the employee's expense.
- (b) For clarity, this Article does not include any costs associated with obtaining or maintaining driver's licenses and/or medical examinations necessary for the renewal of an employee's driver's license.
- (b) For those classifications where it is required that an employee maintain a specialized license to perform the duties of their classification, the Employer agrees to reimburse employees for the cost of licensing and fees associated with:
 - i. Commercial driver's licenses (DZ and AZ) and/or medical examination fees driver's, in excess of the Class G license.
 - ii. Ontario Boaters License.
- (c) For clarity, this Article does not include any costs associated with obtaining or renewal of a class G driver's license.

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NEW ARTICLE - MATERNITY & PARENTAL LEAVE

Pregnancy and parental leave will be granted in accordance with the Employment Standards Act, 2000.

- a) An employee wishing to request maternity and/or parental leave shall provide their immediate supervisor with as much advance notice as possible, however a minimum of four (4) weeks written notice is required before the date on which the leave is to begin.
 - For those requesting maternity leave, a medical certificate outlining the employee's expected due date is required.
- b) The Employer will pay a top-up equal for maternity leave to the difference between the employment insurance benefit and 75% of the employee's regular pay in accordance with ESA (return for service contract will be required). Employees will be required to provide documentation to confirm their CRA Maternity Benefit to calculate the top up provision.
- c) Employees must provide the employer with a return from leave date, prior to commencement of their maternity or parental leave.
- d) Employees wishing to change the return date of their leave are required to provide the Employer with four (4) weeks' written notice prior to the new end date of the leave if it is earlier than the original date, or four (4) weeks prior to the previous end date if the new date is later.
- e) An employee on parental leave shall not accrue sick leave credits during the period of absence.
- f) An employee on maternity/parental leave shall accrue vacation time. A prorated portion of the vacation time will be unpaid based on the duration of the leave during the vacation accrual period.
- g) Vacation earned while on leave may be taken prior to the employee's return provided it is approved by their direct supervisor.

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19.01 Subsidy for Safety Footwear and/or Safety Clothing

(a) Employees required by the Employer or the Occupational Health and Safety Act, to wear CSA safety footwear and/or safety clothing as part of their personal protective equipment, will be eligible for a subsidy of a maximum of two-hundred and fifty dollars (\$250.00), three hundred dollars (\$300.00) once per year, for the employee's work-related use.

19.07 NEW Safety Clothing Committee

The Safety Committee or a sub-committee appointed by the Safety Committee must meet with the various work units to establish a list of safety clothing and PPE. The lists are to be brought back to the Safety Committee for review and final approval.

Safety clothing and PPE Lists must be reviewed every two years. Changes to Safety Clothing and PPE can be made through submission to the Committee for review and consideration.

Safety Clothing and PPE is to be provided by the Employer to all employees within the work unit as identified. Safety Clothing and PPE is to be replaced based on condition and/or recommended guidelines.

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ARTICLE 20 - GENERAL

20.01 Uniforms

(a) Uniforms - Recreation Maintenance Staff and Custodians

The Employer will provide all new Recreation Maintenance staff with 3 shirts, 3 pants, a 3 in one Fleece, a Freezer jacket, and 2 coveralls, in lieu of the \$200.00 subsidy for the first year of employment.

Annually at a time identified by the Employer, Employees may submit a request for replacement clothing items, to their Supervisor.

The employer will provide a maximum subsidy of \$200.00 annually each year thereafter, for employees to select what items they wish to purchase for the year. The employee will submit their requests to the Supervisor to purchase black work pants.

If, for any reason an employee is absent from work longer than six months they would not be entitled to their subsidy for that year.

(b) Uniforms – By-law Officers – Includes Parking and Enforcement

The Employer will provide all new By-law officers with 4 pants or 2 pants and 2 shorts, 1 rain suit, 4 shirts, 1 parka, 1 pair gloves, 1 light weight jacket, and handbag, in lieu of \$300.00 subsidy for the first year of employment.

The employer will provide a maximum subsidy of \$300.00 **Annually** each year thereafter, for employees to select what items they wish to purchase **replace** for the year. The employee will submit their requests to the Supervisor. If, for any reason an employee is absent from work longer than six months they would not be entitled to their subsidy for that year.

(c) Fitness Consultants

The employer will provide the fitness consultants an allowance for foot wear or fitness clothing for work that is the same as the Boot/Clothing Allowance.

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12.01 Hours of Work Operations Engineering and Infrastructure

Unless otherwise stipulated below, the regular hours of work for The Engineering and Infrastructure Operations Department shall consist of eight (8) hour tours of duty shifts between the hours of 8:00 a.m. and 4:30 p.m., with a minimum one-half hour unpaid lunch break, Monday to Friday inclusive. For the purpose of the foregoing, the work week shall commence on the first shift immediately following an employee's regularly scheduled two (2) consecutive days off. When it is necessary to temporarily establish or temporarily reschedule shifts, forty- eight (48) hours' notice shall be given by the Corporation to the employees concerned. These shifts will consist of either five shifts of eight (8) hours or four shifts of ten (10) hours between the hours of 4:00 a.m. and 9:00 p.m.

The procedure for assignment to the scheduled shifts will be voluntary first. If no volunteers sign up, the junior qualified employee will be scheduled.

Facility Maintenance Coordinator

The regular hours of work for the Facility Maintenance Coordinator are Monday to Friday, inclusive, between the hours of 8:00 a.m. and 4:30 p.m. with a one-half hour unpaid lunch break.

[Remainder of 12.01 and 12.05 as in the current collective agreement]

[Editorial note: The amendments agreed to in Article 12.05 re Pool / Aquatic Staff, Custodian, Part-Time Custodian, and Facility Maintenance Coordinator (Carpenter) would still be updated]

22.01 Classifications and Wage Schedules

2024 - 3.50%

2025 - 3.00%

ARTICLE 23.01 – DURATION

This Agreement shall be binding and remain in effect from January 1st, 2020-2024 to December 31st, 2023 2025, and shall continue from year to year thereafter unless either party gives to the other party notice in writing within the period of ninety (90) days prior to December 31st in any year that it desires its termination or amendment.

Letters of Understanding to sign/re-sign

- LOU Joint Benefits Committee sign
- RE: City Hall Part-Time Cashier re-sign
- RE: Hours of Work City Office Staff re-sign
- Hours of Work Transfer Site Attendant re-sign

1.05 Work of the Bargaining Unit

- (a) Persons whose regular jobs are not in the bargaining unit shall not work on any jobs which are included in the bargaining unit except for purposes of instruction, emergency, or when regular employees are not readily available.
- (b) No present employee at the date of ratification (March, 2001) shall be laid off due to any contracting out.
- (c) The Employer shall provide notice in accordance with 8.01(a) prior to the implementation of any new technology that could impact the job security, workload or job content of union members.

3.01 New Employees

A representative of the Union shall be given an opportunity to meet with each new employee within regular working hours and without loss of pay for a maximum of thirty (30) minutes during the first month week of employment, for the purpose of discussing with the new employee the benefits and duties of Union membership, and their responsibilities and obligations to the Employer and the Union.

7.01 Seniority Lists

- (a) Upon the signing of this Agreement and annually thereafter, the Employer shall post on bulletin boards in all offices and furnish the Union with a seniority list forregular full-time and regular part-time employees. Where two (2) or more employees commenced work on the same day, the greater seniority shall be given to the employee with the earliest date of application for employment.
- (b) An up to date seniority list shall be sent to the Union and posted in January 1st of each year. It will then be updated quarterly. No objection may be taken by the Union or by any employee unless notice of objection is given to the Employer within one (1) calendar month after the posting of the seniority list in which the item first appeared.



7.03 Probation and Newly Hired Employees

- (a) Each newly employed regular full-time **and part-time** employee**s** shall be on probation until having completed six (6) calendar months of active continuous service with the Employer.
- (b) Each newly hired part-time or casual employee shall be on probation until having completed 1040 hours of active continuous service with the Employer.
- (c)(b) During their probationary period, employees shall be entitled to all the rights and privileges of this Collective Agreement, except where specifically excluded. The employment of such employees may be terminated at any time during the probationary period without recourse to the grievance procedure, unless the Union claims discrimination, as noted in Article 1.08 of this Agreement, as the basis oftermination.
- (d)(c) After completion of the probationary period, seniority shall be effective from theoriginal date of continuous employment.

16.02 Pallbearer Attendance for Funeral/Celebration of Life

The Employer shall grant one full day's leave without loss of salary, wages, seniority or benefits to attend a funeral/celebration of life as a pallbearer.

19.01 Co-operation on Safety

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Agreed to Items #1
The Corporation of the City of Kenora and CUPE Local 191.01
October 18, 2024

Article 11 Paid Holidays

11.01 update to include The National Day for Truth and Reconciliation – September 30

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Response to CUPE Proposals to Amend the Collective Agreement

Between

THE CORPORATION OF THE CITY OF KENORA

(The Employer)



AND

CANADIAN UNION OF PUBLIC EMPLOYEES LOCAL 191

(The Union)

Errors and Omissions Excluded

NOVEMBER 25 and 26, 2024

HOUSEKEEPING ITEMS:

Organizational Structure: CBA updated to reflect the organization structure as approved by Council. Notice provided to the Union on March 24, 2022, re Strategic Alignment of Staffing Resources.

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ARTICLE 1 – RECOGNITION AND DEFINITIONS

1.02 Definitions

- (k) Shift is defined as one scheduled workday based on the employee's regular hours of work.
- (n) <u>Seven-day Operation</u> means the continuous operation to deliver city services, that are carried out with consecutive shifts of employees seven days of the week without interruption. Shifts will consist of either five consecutive shifts of (8) hours or four consecutive shifts of ten (10) hours.

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The regular hours of work for the Fitness Consultant are 8 hour tours of duty for full-time staff between 5:45 a.m. and 10:00 p.m. with a one-half hour unpaid lunch break.

Desk Attendant

The regular hours of work for the Desk Attendant is 8 hour tours of duty for the full-time Desk Attendant between 5:45 a.m. and 10:00 p.m. with a one-half hour unpaid lunch break.

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The regular hours of work for Pool / Aquatic Staff shall consist of 8 or 7.5 hour tours of duty for full-time staff between 5:45 a.m. and 10:00 p.m. with a one-half hour unpaid lunch break.

Regular Part-time Life Guards

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Maintenance Staff

The regular hours of work for Maintenance staff shall consist of 10 hour tours of duty for full-time staff between 5:00 a.m. and 12:30 a.m. with a one-half hour paid lunch break which requires them to remain in the building.

Two maintenance positions will be designated as full-time, 40 hour, split-shift Arena Maintenance workers. A split-shift position may be divided into no more than two time blocks in the same day.

Part-Time Maintenance Staff

A regular part-time maintenance staff is defined as an employee who has made a commitment to work on a pre-determined schedule of not more than 24 hours per week on occasion to temporarily replace day-to-day leaves of absence or vacation. Regular Part-Time Maintenance staff shall not replace on a long-term or permanent basis. Regular Part-Time Maintenance Staff may be required to work split shifts.

Janitor Custodian

The regular hours of work for the Janitor Custodian are 8 hour tours of duty shifts between the hours of 5:00 a.m. and 8:00 p.m. with a one-half hour unpaid lunch break.

Part-Time Custodian

Part-Time Custodian $C_{LS} + O(100)$ The hours of work for part-time janitor may be scheduled between the hours of 5:00 a.m. and 12:30 a.m. with a one-half hour unpaid paid lunch break.

Facility Maintenance Coordinator (Carpenter)

The regular hours of work for the **Facility Maintenance Coordinator** Carpenter are Monday to Friday, inclusive, between the hours of 8:00 a.m. and 4:30 p.m. with a one-half hour unpaid lunch break.

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NEW ARTICLE - MATERNITY & PARENTAL LEAVE

Pregnancy and parental leave will be granted in accordance with the Employment Standards Act, 2000.

- a) An employee wishing to request maternity and/or parental leave shall provide their immediate supervisor with as much advance notice as possible, however a minimum of four (4) weeks written notice is required before the date on which the leave is to begin.
 - For those requesting maternity leave, a medical certificate outlining the employee's expected due date is required.
- b) The Employer will pay a top-up equal for maternity leave to the difference between the employment insurance benefit and 75% of the employee's regular pay in accordance with ESA (return for service contract will be required). Employees will be required to provide documentation to confirm their CRA Maternity Benefit to calculate the top up provision.
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ARTICLE 20 - GENERAL

20.01 Uniforms

(a) Uniforms - Recreation Maintenance Staff and Custodians

The Employer will provide all new Recreation Maintenance staff with 3 shirts, 3 pants, a 3 in one **Fleece**, a **Freezer** jacket, and 2 coveralls, in lieu of the \$200.00 subsidy for the first year of employment.

Annually at a time identified by the Employer, Employees may submit a request for replacement clothing items, to their Supervisor.

The employer will provide a maximum subsidy of \$200.00 annually each year thereafter, for employees to select what items they wish to purchase for the year. The employee will submit their requests to the Supervisor to purchase black work pants.

If, for any reason an employee is absent from work longer than six months they would not be entitled to their subsidy for that year.

(b) Uniforms - By-law Officers - Includes Parking and Enforcement

The Employer will provide all new By-law officers with 4 pants or 2 pants and 2 shorts, 1 rain suit, 4 shirts, 1 parka, 1 pair gloves, 1 light weight jacket, and handbag, in lieu of \$300.00 subsidy for the first year of employment.

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12.01 Hours of Work Operations Engineering and Infrastructure

Unless otherwise stipulated below, the regular hours of work for The Engineering and Infrastructure Operations Department shall consist of eight (8) hour tours of duty shifts between the hours of 8:00 a.m. and 4:30 p.m., with a minimum one-half hour unpaid lunch break, Monday to Friday inclusive. For the purpose of the foregoing, the work week shall commence on the first shift immediately following an employee's regularly scheduled two (2) consecutive days off. When it is necessary to temporarily establish or temporarily reschedule shifts, forty- eight (48) hours' notice shall be given by the Corporation to the employees concerned. These shifts will consist of either five shifts of eight (8) hours or four shifts of ten (10) hours between the hours of 4:00 a.m. and 9:00 p.m.

The procedure for assignment to the scheduled shifts will be voluntary first. If no volunteers sign up, the junior qualified employee will be scheduled.

Facility Maintenance Coordinator

The regular hours of work for the Facility Maintenance Coordinator are Monday to Friday, inclusive, between the hours of 8:00 a.m. and 4:30 p.m. with a one-half hour unpaid lunch break.

[Remainder of 12.01 and 12.05 as in the current collective agreement]

[Editorial note: The amendments agreed to in Article 12.05 re Pool / Aquatic Staff, Custodian, Part-Time Custodian, and Facility Maintenance Coordinator (Carpenter) would still be updated]

22.01 Classifications and Wage Schedules

2024 - 3.50%

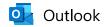
2025 - 3.00%

ARTICLE 23.01 – DURATION

This Agreement shall be binding and remain in effect from January 1st, 2020-2024 to December 31st, 2023 2025, and shall continue from year to year thereafter unless either party gives to the other party notice in writing within the period of ninety (90) days prior to December 31st in any year that it desires its termination or amendment.

Letters of Understanding to sign/re-sign

- LOU Joint Benefits Committee sign
- RE: City Hall Part-Time Cashier re-sign
- RE: Hours of Work City Office Staff re-sign
- Hours of Work Transfer Site Attendant re-sign



City of Kenora and CUPE | Employer Proposal

From Grant R. Nuttall < Grant-Nuttall@hicksmorley.com>

Date Fri 3/7/2025 7:38 PM

To Devin Klassen <dklassen@cupe.ca>

Cc Roberta Marsh <rmarsh@kenora.ca>; Michael Maddock <mmaddock@cupe.ca>; Jayson Pykerman <191pres@tbaytel.net>

4 attachments (629 KB)

Employer Proposal - Offer for Tentative Agreement - March 7 2025 at 735pm.DOCX; 2024 Labour Market Implementation - Option 2.pdf; Management Proposal - B8 Monetary.DOCX; APPENDIX G - MOA Article 22.01.PDF;

Good evening,

Please find attached the Employer's offer on a two year deal which reflects the Union's desire to keep the collective agreement largely the same and allows for the parties to finish Joint Job Evaluation in 2025.

In the alternative, the Employer is prepared to agree to the attached 2024 LM Implementation along with the Employer's B8 Monetary proposal and Appendix G – MOA Article 22.01.

Thank you, Grant



Grant R. Nuttall (he/him)

Grant-Nuttall@hicksmorley.com

t: 416.864.7262 | m: 647.355.4907

Hicks Morley Hamilton Stewart Storie LLP

77 King St W., 39th Floor, Box 371, TD Centre, Toronto, ON M5K 1K8

Website | Twitter | LinkedIn

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Employer Comprehensive Proposal

March 7, 2025 at 7:35pm CST

The Employer proposes the following as a package to reach a tentative agreement – all proposals not mentioned or previously agreed would be withdrawn without prejudice:

12.01 Hours of Work Operations Engineering and Infrastructure

Unless otherwise stipulated below, the regular hours of work for The Engineering and Infrastructure Operations Department shall consist of eight (8) hour tours of duty shifts between the hours of 8:00 a.m. and 4:30 p.m., with a minimum one-half hour unpaid lunch break, Monday to Friday inclusive. For the purpose of the foregoing, the work week shall commence on the first shift immediately following an employee's regularly scheduled two (2) consecutive days off. When it is necessary to temporarily establish or temporarily reschedule shifts, forty- eight (48) hours' notice shall be given by the Corporation to the employees concerned. These shifts will consist of either five shifts of eight (8) hours or four shifts of ten (10) hours between the hours of 4:00 a.m. and 9:00 p.m.

The procedure for assignment to the scheduled shifts will be voluntary first. If no volunteers sign up, the junior qualified employee will be scheduled.

Facility Maintenance Coordinator

The regular hours of work for the Facility Maintenance Coordinator are Monday to Friday, inclusive, between the hours of 8:00 a.m. and 4:30 p.m. with a one-half hour unpaid lunch break.

[Remainder of 12.01 and 12.05 as in the current collective agreement]

[Editorial note: The amendments agreed to in Article 12.05 re Pool / Aquatic Staff, Custodian, Part-Time Custodian, and Facility Maintenance Coordinator (Carpenter) would still be updated]

22.01 Classifications and Wage Schedules

2024 - 3.50%

2025 - 3.00%

ARTICLE 23.01 - DURATION

This Agreement shall be binding and remain in effect from January 1st, 2020-2024 to December 31st, 2023 2025, and shall continue from year to year thereafter unless either party gives to the other party notice in writing within the period of ninety (90) days prior to December 31st in any year that it desires its termination or amendment.

Letters of Understanding to sign/re-sign

- LOU Joint Benefits Committee sign
- RE: City Hall Part-Time Cashier re-sign
- RE: Hours of Work City Office Staff re-sign
- Hours of Work Transfer Site Attendant re-sign



March 25th, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Gord Howard, Fire Chief

Re: Kenora Fire & Emergency Services – Q4 Report

Recommendation:

That Council hereby receives the 2024 Fourth Quarter Report for Fire & Emergency Services.

Background:

As part of the planning process, Administration seeks and receives Council's approval on operating and capital budgets in any given year. To provide Council with an update on progress towards achieving these goals, the following report has been created.

The City of Kenora Fire and Emergency Services (CKFES) produces quarterly updates for Council that provide information and statistics on staffing levels, call volumes, response times, significant incidents, fire prevention and training initiatives.

Focus Area 3 - Community Recreation, Well-Being, and Safety

Goal 3.2A – Address Community Safety Challenges and Improve Perceptions of Safety in Kenora:

The City of Kenora Fire & Emergency Services hosted a successful Fire Prevention Week Open House on October 8th at Station 1. This event provided an opportunity for the community to engage with our firefighters, learn about fire safety, and experience interactive demonstrations.

We extend our sincere thanks to the public for attending and making this event a success.

Special appreciation goes to Mayor and Council for their participation.

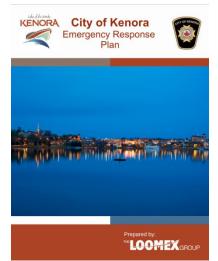


2024 Fire Prevention Week Open house

Goal 3.2B – Enhance Emergency Management, Protective Services and Social Services provided by City Partners

The City of Kenora's updated Municipal Emergency Response Plan was approved. This updated plan ensures that the City remains well-prepared to respond to emergencies, aligning with best practices and legislative requirements.

The revised plan enhances coordination among emergency response partners, improves communication strategies, and strengthens overall community resilience.



Emergency Response Plan Prepared by LOOMEX



Tanker 1 Chassis

Fort Garry Fire Trucks has received the chassis for the City of Kenora's new Tanker 1 and has officially begun the build process.

The new Tanker 1 will enhance our ability to deliver water supply in areas without hydrant access, improving firefighting operations across the city and surrounding areas.

We appreciate Council's support in this important investment for community safety.

The Kenora Fire Movember team raised \$3,250 bringing their impressive five-year total to \$20,915 in support of men's health initiatives.

The team would like to express their heartfelt thanks to everyone who helped make a difference this year—whether by growing a mustache, donating to the cause, or engaging in important conversations about men's health.



Amount Raised by the Movember Team Since 2020

Goal 3.2B - 3.2.4. Develop a "Fire Department Master Plan"



Fire Services Master Plan

Mayor & Council approved the new Establishing & Regulating By-Law.

The updated E&R By-Law provides clear governance for fire protection services, enhancing operational efficiency and community safety. This approval marks a significant step in strengthening our fire service's framework to meet current and future needs.

We appreciate Council's support in advancing this important initiative.

Focus Area 4 – Service Delivery and Organizational Capacity

Goal 4.4 - Enhance City communications to the community on municipal services, developments, and affairs

Kenora Fire & Emergency Services is currently conducting NFPA 1001 Level 1 training for our recruit firefighters.

The training is a key element of our commitment to ensuring our team is well-equipped to handle emergency situations effectively and safely.

We are proud of the recruits' progress and their dedication to becoming skilled members of the department.



Recruits training on PPE and SCBA



The crew with the Resilient Minds' instructors

The City of Kenora Fire & Emergency Services partnered with the Canadian Mental Health Association (CMHA) Kenora to deliver two Resilient Minds training courses for our firefighters.

Resilient Minds is a nationally recognized program designed to strengthen first responders' mental health resilience, providing tools to manage stress, recognize signs of mental health challenges, and support their peers.

Staffing Levels

	Q 1	Q2	Q3	Q4	2023
Full Time Staff	14	14	13	13	14
Live-in Paid-per-Call Firefighters	0	2	4	4	0
Paid-per-Call Firefighters	15	16	24	24	18
Recruit Paid-per-Call Firefighters	11	10	10	10	12
Total Paid-per-Call Firefighters	26	26	34	34	30
Total Personnel (Full Time & Paid-per-Call)	40	40	47	47	44

Call Volume by Types

Call Type	Q1	Q2	Q3	Q4	2024 Total	2023 Total
Fire Alarm Activations / Pre Fire Conditions	29	27	23	23	102	137
No Loss Outdoor Fires	2	7	3	7	19	30
Open Air Burning Complaints	2	9	13	13	37	39
Public Hazard – Leaks, Power Wires	7	11	13	9	40	33
Medical First Response	14	25	22	29	90	65
Fires	4	9	0	4	17	26
Motor Vehicle Collisions	6	8	17	14	45	44
Other / Cancelled on Route	6	4	7	11	28	30
Human Perceived Emergencies	10	10	19	20	59	30
Carbon Monoxide False Alarms	7	1	4	13	25	24
Rescues – Elevator / Water	7	3	5	6	21	17
Grand Total	94	114	126	149	481	475

Firefighter Turnout & Response Times to the 90th Percentile

Statistics	Q1	Q2	Q3	Q4	2024	2023
Average number of firefighters (Upgraded)	12.7	13.5	7.6	13.1	12.9	9.7
Average response time for First Apparatus	8:01	7:17	7:34	8:01	7:43	8:12
Time of First defibrillator to medical patients	5:52	5:44	5:33	6:05	5:52	5:59

Significant Incidents

- October 12th: Firefighters responded to an incident involving an 8-year-old female trapped in a swing seat. After unsuccessful attempts to manipulate the seat for release, a decision was made to cut one side of the seat to safely extricate the child.
- October 25th: A call was received for a person trapped under an ATV. Firefighters
 quickly attended the scene, successfully extricating the patient and providing
 assistance to EMS for further care.
- November 7th: A structure fire was reported, observed by neighbors. Upon arrival, smoke was visible on the back side of the building. Firefighters deployed an attack line, made entry, and extinguished the fire, which was contained to its area of origin. A search confirmed no occupants were inside.
- November 25th: A multi-vehicle collision involving three semi-trucks, with reports of victims and a fire, was attended by the department. Upon arrival, three semi-cabs and one trailer were fully involved in fire. One deceased driver was located down an embankment and extricated after confirmation by OPP. A second deceased driver was found near another truck. Fire suppression efforts were conducted, and the department assisted OPP with the removal of the deceased. The Ministry of Environment (MOE) was contacted by Deputy Hupe due to hazardous runoff from firefighting efforts and truck fluids entering the Winnipeg River.
- December 21st: Firefighters responded to a structure fire. Upon arrival, heavy smoke
 was observed emanating from the side of the building. A hose line was deployed, and
 firefighters advanced to the second floor to begin fire attack. A 360-degree
 assessment was conducted, confirming the fire was contained to a bedroom on the
 corner of the second-floor unit. A search was completed, and the fire was knocked
 down. To prevent fire extension, additional efforts included opening the gable end
 and pulling down the ceiling to check for any further spread. The fire was successfully
 contained to the original area.







Structure Fire

Training Initiatives

The Third quarter of 2024 saw CKFES complete a variety of training. Firefighters completed approximately 218 hours towards training covering the following content:

- Firefighter Safety
- Firefighter Health & Wellness
- Personal Protective Equipment
- Seach and Rescue
- Forcible Entry
- Hoses & Appliances
- Fire Streams
- Rapid Intervention Training
- Pre-Planning
- Pumper Operations
- Ventilation
- Communications
- Incident Command
- CPR Recertification



Staff entering the Smoke Trailer during Training

Fire Prevention Activities

During the 4th quarter of 2024, CKFES completed 10 Occupancy Inspections and various re-inspections, also reviewing and approving Fire Safety Plans.

CKFES also completed Public and Life Safety Education events including:

- Fire Safety Presentation at St. Thomas Aguinas
- Fire Safety Presentation at Valleyview School
- Fire Drill at Beaver Brae Secondary School
- Touch a Truck at St. John Paul School
- Trunk or Treat at Rideout Community Club.
- Fire Drill at Wiigwas Elder and Senior Care
- Fire extinguisher training with staff from Ultramar at 1030 Railway Street
- Fire Safety Information Session for the Residents at Pinecrest Home for the Age



Mayor Poirier With Sparky

Other Activities

- Deputy Hupe attended Emergency Management Ontario's Fall Sector Meeting in Thunder Bay and was elected as Co-Chair for the Amythest Sector
- Deputy Hupe attended the Emergency North Training Annual General Meeting and was re-elected to the Board of Directors as Vice-President
- Kenora Fire & Emergency Services hosted an information session on the 100 Radon Test Kit Challenge partnering with "Take Action Radon"
- Deputy Hupe and Captain Bichon attended OPP Inspector Matt Norlock's Memorial Service in Red Lake
- Kenora Fire Services Entertainment Committee hosted its annual Firefighter's Ball at the Ukrainian Hall
- Deputy Hupe attended the Ontario Association of Fire Chiefs Annual General Meeting and Various Committee meetings in Niagara Falls



2024 Fire Prevention Week Open House

Strategic Plan or other Guiding Document:

Strategic Plan

- Goal 3.2(b) Enhance emergency management, protective services, and social services provided by City partners.
- Goal 4.4 Enhance City communications to the community on municipal services, developments, and affairs

Fire Protection and Prevention Act, 1997

Fire chief, municipalities

6 (1) If a fire department is established the council of the municipality ... shall appoint a fire chief for the fire department.

Responsibility to council

6 (3) A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services.



March 31, 2024

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Ryan Marsh, Director of Finance

Re: Budget Amendment - Keewatin Library Roof Replacement

Recommendation:

That Council hereby approves a budget amendment in the amount of \$500,000 for the Keewatin Library roof replacement as directed by Council at the March 18, 2025 meeting; and further

That in accordance with Notice By-law Number 160-2022, public notice is hereby given that Council intends to amend its 2025 Capital budget at its April 15, 2025 Council meeting for this purpose; and further

That Council gives three readings to a By-law to amend the 2025 Capital budget for this purpose.

Background:

The Keewatin Library was closed June 28, 2024 as a result of inspections of the roof structure that indicated the roof structure was compromised due to:

- having been constructed, in part, from salvaged lumber;
- having damaged truss members; and
- excessive moisture retention

Interim operations continued during the closure including borrowing services, home deliveries, access to e-services, programing and school visits remained available at the Kenora Library. The City rented space to ensure continued operations of the Senior Centre.

The insurer's third-party engineer completed their inspection on July 17th, 2024, and provided a report to the insurer for their review on August 13, 2024.

On September 11th, 2024, the City was advised by its insurer that repairs to the Keewatin Library roof would not be covered by insurance.

On October 1st, 2024, Council directed Administration to undertake a comprehensive structural assessment to determine if the building can support a new roof structure and to develop preliminary costing.

On December 19th, 2024, Stantec Engineering attended the Keewatin Library building to complete the on-site inspection and selective demolition to ensure that the walls, floor, and foundation maintained the structural integrity to support the weight loads of a new roof structure.

On January 28th, 2025, the City of Kenora received a final structural report that confirmed that the current building structure could support a new roof. The findings of this report were shared with both City Council and the Kenora Library Board in February 2025.

On February 26th, 2025, the Kenora Public Library Board passed a resolution at their regular meeting stating the following:

That the Kenora Public Library Board supports the continuation of the delivery of library services in Keewatin and requests that the City of Kenora proceed with the necessary repairs to the existing facility as per the Structural Assessment Report provided to the City and shared with the Board. The Kenora Public Library Board is committed to ensuring that all repairs are made so that the building will be safe to enjoy.

The Kenora Public Library Board attended Council's Committee of the Whole Meeting on March 4th, 2025, formally requesting that Council fund a roof replacement project to ensure services can continue at the Keewatin Library Building.

The following options were provided to Council on March 18, 2025:

- 1. The City proceeds with the repairs to the Keewatin Library Building roof and applies to NOHFC to offset costs.
- 2. The City can proceed with the repairs to the Keewatin Library Building roof by financing the project using the City's reserves.
- 3. The City can elect not to replace the roof structure and explore alternate uses for the current property.

Budget / Financial Implications:

Option 2 was selected as the preferred option, requiring \$500,000 to be entirely financed by the City through a draw on the City of Kenora's Contingency Reserve Fund. The budget amendment will create a 2025 Capital Budget of \$500,000 for the Keewatin Library Roof Replacement project.

Risk Analysis:

There is a high financial and asset management risk associated with failing to proceed with a facility project. It is anticipated that the existing roof will continue to deteriorate, leading to further damage to the facility (rainwater infiltration) and escalating repair costs, which will further depreciate the asset's value.

There is a medium financial risk associated with the impact on the City's budget and reserve funds. Funding for this roof replacement project would be withdrawn from the City's reserve accounts, which depletes the balance of the Contingency Reserve.

There is a high reputational risk associated with this project as the decision may result in a significant change to the City's library levels of service.

There is a low operational risk associated with this report. If the City does not proceed with a roof replacement, services will continue to be provided through an alternative service delivery model.

Communication Plan/Notice By-law Requirements: Bylaw and public notice required.

Strategic Plan or other Guiding Documents:

Charting Our Course 2027 – Strategic Plan

- Goal 1.2 Ensure well maintained and sustainably financed City Infrastructure.
- Goal 3.1 Deliver coordinated four-season cultural and recreational infrastructure, programs and events

Parks and Recreation Master Plan

April 8, 2025



City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Greg Breen, Director, Engineering & Infrastructure

David Mellor, General Manager, Engineering

Re: Budget Amendment - Portage Bay Bridge Interim Repairs

Recommendation:

That Council hereby approves an amendment to the 2025 Capital Budget in the amount of \$600,000 to proceed with design and construction of repairs that will allow for the reopening of the Portage Bay Bridge to pre-closure service level, to be funded from the 2026 budgeted OCIF funding.

That in accordance with Public Notices By-law Number 160-2022, public notice is hereby given that Council intends to amend its 2025 Capital Budget at its April 15, 2025, meeting for this purpose; and further

That Council gives three readings to a by-law to amend the 2025 Capital Budget for this purpose.

Background:

The 2018 Ontario Structure Inspection Manual (OSIM) inspection of the Portage Bay Bridge indicated that major rehabilitation would be needed within 6-10 years. Accordingly, the City's Capital budgets have included the following:

- A 2024 pre-design feasibility study of best-value options for rehabilitation, relocation, and potential re-routing of traffic that best suits the circumstances
- 2025 detailed design work
- 2026 construction work

The Portage Bay Bridge is 100 years old this year (built in 1925). Opinions on the probable lifespan of steel bridges vary, based on many factors, from 50 to just over 100 years. At the time of planning for this feasibility study, it was well understood that the bridge was at, or at least very near, the end of service life, and that minimal lifespan extension would be possible. Nonetheless, the City sought to understand to what extent lifespan extension is possible, while ensuring the City is fully informed about whether rehabilitation was achieving the highest and best use of the funds required for the work.

The feasibility study project was tendered in combination with the OSIM inspection work for all City bridges through a public procurement process in early 2024.

Inspection Work

A third-party engineering firm conducted their inspection work, with enhanced inspection work taking place on the Portage Bay Bridge in late October 2024.

The enhanced inspection revealed new information. There were critical defects in the bridge's structural members that were significant enough to create uncertainty around the bridge's ability to support any loading. To ensure public safety, the third-party Page 206 of 364

engineering firm immediately recommended closure of the bridge, which the City implemented immediately. Formal public communication was issued on October 29, 2024.

City Administration acknowledges the impact this bridge closure is having on the community. The current closure means that the feasibility review and planning and design work, that normally takes place ahead of a physical bridge construction project, behind the scenes and while a bridge remains open, is now taking place while the Portage Bay Bridge is closed. This, of course, makes the required work feel like it is taking longer than it is.

City Administration and the third-party engineering firm supporting this project have a professional and ethical responsibility to ensure that any work planned or constructed is planned, designed, and executed properly, and the appropriate amount of time is taken to carry out this work.

Draft Findings

City Administration received the draft feasibility study report in March 2025. City Administration is currently reviewing the report and the proposed options. It's important to note that working collaboratively with external engineers to finalize reports like this is a normal process that ensures that City-specific considerations are taken into consideration, and the final recommendation is in the City's best interest.

The feasibility analysis has confirmed the uncertainty from the detailed inspection undertaken in Fall 2024; the decision to close the bridge to both pedestrians and vehicles was the right decision. In its current state, the bridge cannot support any loading.

The draft report also indicates that while a bridge replacement option exists at an estimated cost of \$32-36M, there are other options that are more cost effective (30-40% less) for the City, including alternate routes. However, all alternate options need to be further refined to ensure they are fully viable prior to being brought forward.

Short Term Repair Solution

While more work is required to determine the City's long-term options, it has been confirmed that a shorter-term solution can be implemented.

In October 2024, because of the bridge closure, Administration initiated an assessment to determine whether a short-term repair solution made sense, given the newly discovered critical defects in the bridge.

To be clear, if a major rehabilitation to the overall structure is going to cost \$10 million, but the new information related to the critical defects was now going to double that cost, it may not make sense for the City to proceed with that \$20 million project if it would only minimally extend the bridge's lifespan, when compared to the option of installing a new 75 to 100-year lifespan bridge, that might cost roughly 50% more. This analysis is critical in ensuring the City adheres to the Strategic Plan goal of sustainably financing City infrastructure.

The outcome of the external engineering analysis is that repairs, estimated at roughly \$600,000, would allow the bridge to be reopened to pre-closure status for approximately five years; this amount includes both the design and construction work. The timeline for the work has not yet been determined. It can be noted however, that repeated repair solutions such as this are not possible to continue to extend the bridge's lifespan; the bridge is truly approaching the end of its useful life.

At a cost of \$120,000 per year of extended lifespan, this solution represents a best-value option, when compared to a longer-term solution of rerouting for 100 years that will cost a minimally estimated \$20,000,000 (\$200,000 per year) and may take significantly longer to implement.

Therefore, Administration is recommending that Council approve a budget amendment in the amount of \$600,000 to undertake a short-term rehabilitation project that will support the reopening of the bridge for approximately five years.

Administration will continue to work with our external engineers to finalize the feasibility report alongside initiating this bridge repair work.

Budget: 2025 Capital Budget increase of \$600,000 to be funded from the 2026 OCIF funding budgeted for the Portage Bay Bridge rehabilitation project.

Risk Analysis:

The risk associated with not proceeding this budget amendment is high. This short-term solution represents good value in terms of infrastructure spending that restores traffic flow to the neighborhood of Keewatin.

Communication Plan/Notice By-law Requirements: By-Law & Public notice required

Strategic Plan or Other Guiding Document:

Strategic Plan Focus Area 1 – Infrastructure and Environment Goal 1.2 Ensure Well Maintained and Sustainably Financed City Infrastructure



City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Greg Breen, Director, Engineering and Infrastructure

David Mellor, General Manager, Engineering

Re: Budget Amendment - Reallocation of Funding to Municipal Paving

Recommendation:

That Council hereby approves an amendment to the 2025 Capital Budget in the amount of \$750,000 to proceed with the award of the 2025 municipal paving program on Ninth Street North funded from the unspent 2024 Essex Road grade raise project budget; and further

That in accordance with Public Notices By-law Number 160-2022, public notice is hereby given that Council intends to amend its 2025 Capital Budget at its April 15, 2025, meeting for this purpose; and further

That Council gives three readings to a by-law to amend the 2025 Capital Budget for this purpose.

Background:

The 2025 Capital Budget allocated \$1,160,000 to the Municipal Paving Program and \$60,000 to the Municipal Lane paving program to rehabilitate paved streets and lanes.

The Municipal Paving Program includes Ninth Street North from Twelfth Avenue North to Thirteenth Avenue North and the Municipal Lane paving program includes a laneway between Mikado Avenue and Rupert Road and from Ninth Street North to Tenth Street North.



Municipal Paving Scope

At this location, Ninth Street North supports the travel of approximately 7,000 vehicles per day making it one of the most travelled sections of roadway in the City. The surface asphalt has failed in numerous locations creating large potholes over a significant area,

including the Twelfth Avenue North and Ninth Street North intersection. This intersection requires near-daily maintenance from the City's roads maintenance staff.

Due to the severity of asphalt deterioration coupled with the escalating costs of construction, the City performed geotechnical drilling during scope development. The results indicated poor sub-surface soils which directly affect asphalt surface performance. To remedy the conditions in this area, significant excavation and material replacement is required. The finalized design was developed with longevity in mind, ensuring a solid foundation to support new asphalt and subsequently reducing future rehabilitations to only milling and re-paving.

The Municipal Paving and lane paving tender closed on March 13th. Including contingency and non-refundable HST, the budget required to award the work is \$1,970,074. Therefore, there is a budget shortfall of \$750,074.

Internal Estimate Shortfall

The City's estimated this 2025 work using 2024 actual rates with an added inflationary factor to account for typical cost increases.

However, from 2024 to 2025, increases occurred in many areas of civil construction works. Installation of asphalt, concrete, and granular materials as well as piping and stormwater system components all saw significant increases.

Given these current conditions, staff reviewed options to source available funding from other transportation projects to find a way for the project to proceed. This exercise involved reviewing underspent previous capital projects that are not yet closed, assessing available funding within capital projects not yet started and a consideration of re-prioritizing work.

The following projects were considered in this assessment:

- 2025 Arterial Roads budget of \$1,865,000. This project forms part of the City's Housing Enabling Core Service funding agreement with the province and is therefore unavailable.
- 2024 Railway St Phase 4. This \$943,000 project has been long planned, and although it hasn't proceeded yet due to its' involvement in two funding applications for water servicing improvements, it is expected to proceed as originally planned in the near future.
- 2025 Surface Treated and Loosetop Roads Maintenance. The combined project budget of \$578,000 could be reallocated but would substantially reduce maintenance efforts on our rural roads.
- Essex Road Grade Raise. This \$750,000 project was planned for 2024, following the receipt of the geotechnical assessment of the subsurface soil conditions. However, staff received the geotechnical assessment which highlighted new information informing the method of raising the grade. It indicates that to raise the grade in this area without risk of settlement (like the Coker Road occurrence), a flanking berm would need to be constructed in the adjacent marshland. The estimate provided for the total project is \$2.57 million. Re-allocating this budget could be considered, with a revised Essex Road budget allocation to return for consideration at a later date, but no sooner than 2027. The \$750,000 that has already been allocated to this project, that will not be proceeding in 2025, requires significant more funding to advance the project no sooner than 2027.

Given the significant difference between the previously approved Essex Road grade raise budget of \$750,000 and the newly estimated cost \$2.57 million, due to the new

requirement of the flanking berm, Administration has identified the reallocation of the Essex Road grade raise budget as the most appropriate funding source.

Administration therefore recommends reallocating the entire budget of \$750,000 for the Essex Road grade raise project to the 2025 Municipal Paving program.

The Essex Road grade raise project will return in the future (no sooner than 2027) budget for Council's consideration.

Budget: There is no net budget impact because of the recommendation to reallocate these funds. The Essex Road grade raise budget was previously approved in the 2024 capital budget and would be reassigned to the 2025 Municipal Paving Budget.

Risk Analysis:

There is a medium operational risk with not approving this budget amendment. Currently, the City's Roads Maintenance Branch is dispatched regularly to attend to repairs on this stretch of Ninth St N. Costs are only anticipated to go up for paving on Ninth Street North.

There is a medium operational risk as the Essex Road has a history of flooding and could potentially witness a recurrence during periods of high water in the area.

There is a low risk associated with the reallocation of funds from the Essex Road grade raise project. Due to the new requirement for a flanking berm to complete this work, with the existing budget the work could not occur without an even larger (\$1.75M) budget amendment from another source.

Communication Plan/Notice By-law Requirements: By-law and Public Notice required.

Strategic Plan or Other Guiding Document:

Strategic Plan Focus Area 1 – Infrastructure and Environment Goal 1.2 Ensure Well Maintained and Sustainably Financed City Infrastructure.



March 27, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Andrew Smith, General Manager of Recreation and Culture

Braden Murray, Director of the Muse

Re: Amendments to the Muse Comprehensive Policy Manual

Recommendation:

That Council hereby adopts Muse Policies #MUSE-01-01 Tangible Capital Asset Policy, #MUSE-01-02 Membership Policy, #MUSE-01-04 Rental Policy, #MUSE-01-05 Research Policy, #MUSE-01-06 Staff Training Policy; and further

That these amended policies form part of the City's Comprehensive Policy Manual for the MUSE recognizing that from time-to-time amendments will be required as policies are added, reviewed, removed and amended; and further

That three readings be given to five bylaws to adopt these policies.

Background:

In May 2020, Council approved a new bylaw regarding the governance and operation of the Muse. As part of that process, staff conducted a thorough review of all Muse operating policies and terms of reference for committees that had been previously established by the Muse Board. There were several policies adopted by Muse, including the Art Centre and Museum, and added to the City's comprehensive manual. These policies were to be reviewed and amended by the Muse Board on a regular basis. Several updated and amended policies are now required to be added. They are attached to this report for your consideration.

#MUSE-01-01 Tangible Capital Asset Policy - The goal of this policy is to provide direction for ensuring that The Muse's tangible capital assets are recorded appropriately and accurately, and to prescribe the accounting treatment for those assets. This policy does not apply to assets over which The Muse does not exercise control.

#MUSE-01-02 Membership Policy - This policy governs Muse membership and lays out the terms and conditions of various levels of Muse membership.

#MUSE-01-04 Rental Policy - This policy governs the terms and conditions related to rentals at both the Lake of the Woods Museum and the Douglas Family Art Centre.

#MUSE-01-05 Research Policy - This policy governs the Muse's research program in order that it be consistent with the Muse's statement of purpose, reflecting the needs of

the community, site, collections, and public programming. Specific areas of research are outlined, as well as conditions around researcher's access to the Muse collections.

#MUSE-01-06 Staff Training Policy - This policy lays out the objectives of staff training, including having fully trained staff that can implement sound museological practices at the Lake of the Woods Museum and sound gallery practices at the Douglas Family Art Centre. To maintain a level of professionalism by ensuring continuing education training is available and accessible to all staff and board members. To provide orientation for The Muse Board members, volunteers and all staff. To help staff keep abreast of new developments in the museum and art gallery fields and to provide an opportunity for the interchange of information with museum and art gallery colleagues through the attendance of conferences, seminars and meetings. **Budget:** N/A

Risk Analysis: There is a low to insignificant risk associated with this report. Its purpose is to approve policies that are unique to the operation of museum and art centre.

Communication Plan/Notice By-law Requirements: Bylaws

Strategic Plan or another Guiding Document: Administrative

Tangible Capital Asset Policy



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Assets	153-2020		MU-01-0	1

Purpose:

- 1. The goal of this policy is to provide direction for ensuring that The Muse's tangible capital assets are recorded appropriately and accurately, and to prescribe the accounting treatment for those —assets. This policy does not apply to assets over which The Muse does not exercise control.
- 2. Tangible capital assets are a significant economic resource and a key component in the delivery of programs and services. The benefits from capitalizing tangible capital assets include:
 - Maintain appropriate accountability for government-owned tangible capital assets;
 - Ensure accounting consistency across the organization;
 - Ensure efficient and effective use of assets; and
 - Provide information that will support measuring the cost of programs and services.

Definitions:

Amortization - is an accounting concept in which the recorded cost of an asset is distributed in a systematic and rational manner over its estimated useful life and matches the cost of that asset to the periods in which service is derived from the asset.

Betterment - is a subsequent expenditure on a tangible capital asset, in excess of the relevant threshold, that will do one or more of the following:

- Substantially increase the previously assessed physical output or service capacity;
- Significantly lower associated operating costs (efficiency);
- Substantially extend the useful life of the asset; or
- Significantly improve the quality of the output.

Any other expenditure would be considered a repair or maintenance and expensed in the period.

Capital Project - is an activity during which expenditures are incurred that result in the creation of a capital asset.

Tangible Capital Asset Policy

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Control - of an asset is achieved when The Muse:

- Manages and operates the asset;
- Is responsible for the asset's performance, availability and maintenance;
- Has total use of the asset or can control access to the benefit the asset provides;
- Has legal responsibility and liability with respect to the asset;
- Is the beneficiary of all or nearly all the future economic benefits from the asset;
- Is responsible for renewal and replacement of the asset;
- Bears all risk of obsolescence, environmental liability, uninsured damage or condemnation of the asset.

Fair Value - is the amount of the consideration that would be agreed upon in an arm's length transaction between knowledgeable and willing parties (buyer and seller) who are under no compulsion to act. Fair value would be used to assign an amount to a donated asset received by The Muse.

Historical cost - of an asset is the amount of consideration given up to acquire, construct, develop or better an asset and includes all costs directly attributable to acquisition, construction, development or betterment of an asset including installing the asset at the location and in the condition necessary for its intended use. Historical cost is generally determined using the actual original cost. Where actual original cost information is not available, an estimated original cost may be used.

"In Service" Date - is realized as the date at which an asset begins to be used by The Muse. The calculation and recording of amortization will not begin until the "in service" date has been reached.

Maintenance - is a recurrent expenditure, whether it be periodically or regularly required, that keeps an asset in a condition that helps maintain or ensure realization of the future economic benefits that are expected from the asset over its initially assessed useful life.

Pooled assets - are assets that have a value below the capitalization threshold when considered on an individual basis but that collectively make up a significant group of assets which exceeds the relevant threshold level (for example, computers, furniture, small moveable equipment). Pooled assets are recorded as a single asset with one combined value, although each unit may be recorded in the asset sub-ledger for monitoring and control of its use and maintenance.

Residual value - is the estimated net realizable value of a tangible capital asset at the end of its useful life.

Straight-line method - is the preferred method of amortization in which the periodic charge is computed by dividing the cost base of the asset by its estimated useful life.

Tangible Capital Asset Policy

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Tangible capital assets - are non-financial assets having physical substance that are acquired, constructed and developed and:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance, or repair of other tangible capital assets;
- · Have useful lives extending beyond one year;
- Are intended to be used on a continuing basis in The Muse's operations; and
- Are not intended for sale in the ordinary course of operations.

Threshold - is generally the minimum cost that an individual asset must have before it is to be treated as a tangible capital asset. The threshold amount is to be used as a guide in addition to professional judgment.

Useful life - is the estimate of either the period over which a tangible capital asset is expected to be used by The Muse, or the number of production or similar units that can be obtained from the tangible capital asset by the City. An asset will most likely be removed from service when it is no longer economically viable. Useful life is normally the shortest of the asset's physical, technological, commercial or legal life.

Control:

3. Tangible capital assets are economic resources controlled by an entity as a result of past transactions or events and from which future benefits may be obtained. The Muse must, therefore, exercise control of an asset before it can be reported in the capital asset record of The Muse. In addition, the transaction or event giving rise to The Muse's right to, or control of, the benefit must have already occurred.

It is not essential for control of access to the benefit to be legally enforceable for a resource to be on asset, provided the entity can control its use by other means.

Cost:

- 4. The cost of a tangible asset is the gross amount of consideration given up to acquire, construct, develop or better that asset. It includes direct, construction or development costs (such as materials and labour) and overhead costs directly attributed to the acquisition, construction or development of the asset and includes costs to place the asset in its intended location and condition for use. Asset costs may include, but are not limited to the purchase price and other acquisition costs such as:
 - installation costs;
 - · design and engineering fees;
 - survey costs;
 - site preparation costs;
 - freight charges;
 - transportation insurance costs and duties.

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Where two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price to the various assets acquired. Allocation should be based on the fair value of each asset at the time of acquisition or some other reasonable basis if fair value is not readily determinable.

Costs of betterments are considered to be part of the cost of a tangible capital asset and would be added to the recorded cost of the related asset. A betterment is a cost incurred to enhance the service potential of a tangible capital asset. In general, service potential may be enhanced when there is an increase in the previously assessed physical output or service capacity, where associated operating costs are lowered; the useful life of the property is extended; or the quality of the output is improved (for example, repairs and maintenance maintain the predetermined service potential of a tangible capital asset for a given useful life). Such expenditures are expensed in the period in which they are made. Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the cost of the related asset.

Furniture, Equipment and Technology:

 Furniture and equipment includes fixed and moveable tangible capital assets to be used for operations, the benefits of which extend beyond one year from date of receipt.

Technology includes computers and consists of hardware and software (canned and customized) that can be considered a component of, is typically attached to, or communicates with an information system. The term encompasses processing units, memory apparatus, input and output devices, storage devices, connectivity equipment, printers and copiers.

Furniture, equipment and technology (FE&T) may be capitalized as pooled assets in conjunction with other asset types in the following situations:

- Construction of a new building
- Construction of a new building which is a replacement for a currently existing building;
- Construction of a building addition that includes new FE&T;
- Major renovation to a building in which new FE&T is included to replace the existing items;
- Construction of certain major complex network systems (i.e. telephone, computers, servers, printers).

Contributed Assets:

A tangible capital asset may be gifted or contributed by an external third party with no cash outlay. Where an asset is acquired at no costs or for a nominal value, the amount recognized should be equal to its fair value as at the acquisition date. Fair value may be estimated using market or appraised values. When an estimate or fair value cannot be reasonably estimated, the asset will be recognized at its nominal value.

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A capital asset purchased at substantially below fair value would also be recognized at its fair value with the difference between the consideration paid for the capital asset and fair value reported as a contribution.

Collections:

7. Heritage assets/Collections are works of art and historical treasures considered irreplaceable and preserved in trust for future generations. Collections or individual items of significance (i.e. paintings, historical pieces and/or structures that are owned by Kenora and not held for financial gain but rather for public exhibition, education or research in furtherance of public service) may be considered heritage assets. Heritage assets will not be recognized as tangible capital assets in financial statements, but the existence of such property should be disclosed. Amortization of heritage assets does not apply as the economic benefit or service potential of heritage assets are used up so slowly and the estimated useful lives are extraordinarily long. Due to the cultural, aesthetic or historical value, The Muse applies efforts to protect and preserve the asset indefinitely.

Accounting for Assets:

8. All tangible capital assets and amortization must be identified and valued using an appropriate cost base; namely historical cost. Reasonableness and materiality should be considered in this approach. Where practical and cost effective, existing tangible capital assets, acquired in fiscal years prior to the year of adoption of public sector accounting standards for tangible capital assets, will be valued using historical costs adjusted for the proportion of the useful life of the asset that has already been consumed through the establishment of a provision for accumulated amortization.

Where it is not practical and cost effective to establish a reasonable estimate of historical cost, the appraised or some appropriate measure of current value may be used and discounted back to estimate historical cost using relevant price/cost index. In the case where the year the asset was constructed or acquired is unknown, an estimate of the number of years remaining and the current value of the asset, working backward an estimated year and value can be determined. Tangible capital asset classifications that were historically established on whole asset or pooled asset approaches may be recorded using a component approach on a "go forward" basis.

Recognition:

9. A tangible capital asset shall be recognized when it is probable that future benefits associated with the asset will be obtained, there is an appropriate basis of measurement and a reasonable estimate of the amount that can be made. The recognition and valuation of an asset is based on its service potential. The acquisition date of an asset is the earliest of the date on which the asset being constructed is complete and ready for productive use. In the case of contributed assets, this date shall be the date of the initial acceptance by The Muse.

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Capital Threshold:

10. Capitalization threshold relates to the minimum dollar threshold that is used to assist in determining which expenditures will be capitalized as assets and amortized and which expenditures will be treated as current year expenses. The capitalization threshold has been set at \$1,500 for The Muse.

Pooled Assets:

11. When the value of an individual item is less than the threshold level, but upon acquiring several of these assets in a single purchase or when these costs are aggregated for the fiscal period, the asset makes up a significant group that exceeds the threshold level then they must be capitalized. Assets to be pooled have been set out in the Category and Sub-Category table at the end of this policy.

Useful Life:

12. The cost, less any residual value, of a tangible capital asset with a limited life should be amortized over its useful life in a rational and systematic manner appropriate to its nature and use by the organization. The estimated useful life of The Muse's tangible capital assets have been set out in the Threshold and Useful Life tables at the end of this policy.

Estimating useful lives of assets is a matter of judgment based on experience and should be applied on a consistent basis. Factors to be considered in estimating useful life include:

- Expected future usage;
- Effects of technical obsolescence;
- Expected wear and tear through the passage of time;
- Maintenance program;
- Condition of existing comparable items; and
- Studies of similar items retired.

The service potential of an asset is normally consumed through usage. Factors such as obsolescence, excessive wear and tear or other events could significantly diminish the service potential that was originally anticipated from the asset. The estimated useful life of an asset category and remaining useful life of individual assets should be reviewed on a regular basis and revised when appropriate. The rationale supporting the decision to revise life estimates of an asset should be documented.

Significant events that may indicate a need to revise the estimated useful life of an asset or its components may include:

- Completion of a major betterment;
- Change in the extent or manner that the asset is used;
- Removal of an asset from service for an extended period of time;
- Pattern of differences in levels of maintenance as compared to that previously expected;

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- Results from engineering testing indicating higher than expected rates of structural deterioration;
- Major physical damage or destruction;
- Significant technological developments;
- Significant increases in operating costs that may dictate an earlier than originally anticipated retirement; and
- Changes in government programs, laws or regulations, policies, standards; environment or public preferences impacting the period of time over which the tangible capital asset can be used.

Disposal:

13. Disposals of tangible capital assets in the accounting period may occur by sale, destruction, loss or abandonment. On disposal of an asset, the historical cost and accumulated amortization must be removed from the books. The disposal shall be documented. The difference between the net proceeds on disposal and the net book value must be recorded as a gain or loss for the accounting period.

Write-Down / Write-Off:

14. When conditions indicate that a tangible capital asset no longer contributes to The Muse's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value, the cost of the tangible capital asset should be reduced to reflect the decline in the asset's value.

A write-down is used to reflect a partial impairment in the value of the asset. A write-off is used to reflect total impairment in the value of an asset. Write-downs or write-offs should not be reversed. The write-down or write-off of an asset requires the approval by a properly authorized officer. Any abandoned or indefinitely postponed projects must be written down to their next realizable value and charged to the period in which the abandonment or indefinite postponement occurs. When the reduction in future economic benefits of the asset can be objectively estimated and it is expected to be permanent, the asset must be written down.

Conditions that indicate a write down is necessary may include a change in the manner or extent to which the asset is used:

- Removal of the asset from service;
- Physical damage;
- Significant technological developments;
- A decline in, or cessation of the need for the service provided by the asset;
- A decision to halt construction of the asset before it is complete or in useable or saleable condition; or
- A change in the law or environment affecting the extent to which the asset can be used.

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The persistence of such conditions over several successive years increases the probability that a write-down is required unless there is persuasive evidence to the contrary.

Amortization:

15. The Muse will use a straight-line method of calculating the annual amortization in most situations. Amortization is normally based on the total cost of the asset less its residual value. When the residual value of the asset is significant then it should be factored into the calculation of amortization. Otherwise it shall be assumed that there is no residual value for that asset.

The Muse shall book 50% of calculated amortization in the first year.

Review of Policy:

16. The Tangible Capital Asset Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years in conjunction with Treasurer.

Category	Sub-Category	Pooled	Threshold \$	Useful Life Years
Furniture, Equipment & Technology	Computers	X	\$1,500	3
	Servers	X	\$1,500	5
	Printers	X	\$1,500	5
	Software	X	\$1,500	5
	Instrumentation	X	\$1,500	10
	Tools	X	\$1,500	10
	Misc. Equipment	X	\$1,500	10
	Security Systems (not attached to buildings)	X	\$1,500	5
	Furniture	X	\$1,500	10



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Memberships	153-2020		MU-01-0	2

Memberships

The following museum memberships are available:

- Individual
- Family (includes 2 adults and children under 18)
- Patron
- Institutional
- Sustaining
- Sponsor
- Benefactor

Individual Membership has the following benefits:

- Free admission to the museum for member only.
- Free or reduced admission to most events and exhibits.
- Quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- 10% discount on purchases.
- Preferred booking for special programs.

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Family Membership has the following benefits:

- Free admission to the museum for two adults and their children under 18 years of age.
- Free or reduced admission for above to most events and exhibits.
- Quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- 10% discount on purchases.
- Preferred booking for special programs.

Patron Membership has the following benefits:

- Charitable income tax receipt for the cost of the membership less \$75.00.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- 10% discount on purchases.
- Preferred booking for special programs.

Institutional Membership has the following benefits:

- Charitable income tax receipt for the cost of the membership less \$125.00.
- Free admission for the member and their quests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- 10% discount on purchases.
- Preferred booking for special programs.

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Sustaining Membership has the following benefits:

- Charitable income tax receipt minus \$75 from total donation.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- 10% discount on purchases.
- Preferred booking for special programs.

Sponsor Membership has the following benefits:

- Charitable income tax receipt minus \$75 from total donation.
- Free admission for the member and their quests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- Preferred booking for special programs.
- 10% discount on purchases.

Benefactor Membership has the following benefits:

- Charitable income tax receipt for the total donation.
- Charitable income tax receipt minus \$75 from total donation.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- Preferred booking for special programs.
- 10% discount on purchases.

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Terms

- 2. A yearly membership extends 12 months from the date of the membership or expiry.
- 3. Two renewal notices will be sent, if necessary one, six weeks in advance of the expiry date, the second, as necessary after which the member(s) will be removed from our membership list if there is no response within two months. Renewal notices will be sent separately from the newsletter with a letter.
- 4. Both new and renewing members will be acknowledged in the quarterly newsletters.
- 5. The Membership Policy shall be presented by the Director to the Museum Board for review at a minimum of every three years.

Membership Fees

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Appendix M-1 (effective Jan. 1, 2019)

Individual $45.00 (including tax)
Family $75.00 (including tax)
Patron $150
Institutional $200
Sustaining $200-$499
Sponsor $500 - $999
Benefactor $1000 and over
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Muse Rental Policy



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Muse Rental	153-2020		MU-0	1-04

General Conditions of Rental

1. The Muse Director, in consultation with the Muse Board and other city staff, may use discretion to approve or deny any request for a rental.

There is to be no smoking anywhere inside the Lake of the Woods Museum (hereafter referred to as "the Museum") or the Douglas Family Art Centre (hereafter referred to as "the Art Centre") or within 10 metres of the entrances.

- 2. Any damages sustained by the Museum/Art Centre or Museum/Art Centre furnishings will be the responsibility of the renter. A credit card imprint will be taken at the time of booking in case of any damage.
- 3. In the event that liquor is served the renter of the Museum/Art Centre is responsible for obtaining the required documentation as outlined in the Municipal Alcohol Policy, within the timelines outlined in that policy.
- 4. The renter must remove their own property from the premises of the Museum/ Art Centre as soon as possible after the event, and leave all spaces clean and in good repair. If this is not adhered to, property left behind will be put into storage and the renter will be charged for the storage upon the property's release.

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- 5. The renter will refrain from representing themselves, explicitly or implicitly, as acting in any way on behalf of The Muse.
- 6. Exhibitions may not be moved, nor can anything be hung or exhibited by the renter without the permission of The Muse staff.
- 7. All exits must be kept clear of obstructions to comply with fire regulations.
- 8. Candles, open flames, propane, natural gas, and other flammable materials are prohibited in the Museum/Art Centre. There is to be no smoking anywhere inside the Lake of the Woods Museum (hereafter referred to as "the embedding of the Douglas Family Art Centre (hereafter referred to as "the Art Centre") or within 10 metres of the entrances.
- Particulates, such as confetti or glitter, are not permitted in the Museum/Art Centre. Any inordinate mess following an event may result in additional cleaning and maintenance charges.
 - 10. All decor, whether hung or free standing, must be approved by The Muse.

The Museum

Lobby and Display Area

- 11. The Museum lobby and display area are available for rental for a maximum of 4–5 hours in the evening. Events must end before, or at, 11:00 PM
- 12. Rental of this area of the Museum during regular museum hours may be allowed at the discretion of the Museum staff. Since it means closure of the Museum to the public during those hours, advance notice will be given to the public indicating the closure.
- 13. The rental fee must be paid in full prior to the date reserved for the function.

14. Also available, if required, and included in the rental price, are table linens, glasses, punch bowls, and various serving dishes. Kitchen facilities include a domestic-size stove, refrigerator, and dishwasher.

Boardroom

15. The boardroom is available for rent—only during regular Museum hours. After hours rentals are or at the discretion of the Muse Director.

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- 16. Rental fees will be charged for a half or full day. If the room is rented on a regular basis by the same group (e.g. weekly), a special rate may be arranged.
- 17. Rental does not include access to the rest of the building. If the renter requests access to the rest of the Museum, a fee equivalent to regular group admission per person will be added to the rental fee.
- 18. If coffee service is provided, an additional fee will be charged.

Courtyard

- 19. The courtyard is available for rent only during regular Museum hours and will only be rented to not-for-profit and/or community groups.
- 20. Rental fees will be charged for a half day (morning or afternoon) or full day.
- 21. Rental does not include access to the building.

Rental for Photographs

- 22. The Museum is available for rental for photographs only during regular Museum hours, and for a maximum of two hours.
- 23. In the event that the renter stays after 5:00 pm an additional charge will be levied for each additional 1/2 hour.

Muse Rental Policy

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- 24. A 50% deposit is required prior to the occasion and will be forfeited in the event of cancellation or no-show. The remaining fee is payable on or before the occasion.
- 25. No confetti, food, or beverages are allowed in the Museum for photography sessions.

The Art Centre

In General

- 26. Rental of a space includes access to the washroom but does not include access to any other rooms in the Art Centre.
- 27. If the renter needs use of the kitchen, an additional fee will be charged.
- 28. If the renter would like to use Art Centre equipment, beyond tables and chairs (e.g. easels, kiln, audiovisual equipment, etc.), an additional fee will be charged.
- 29. The Art Centre reserves the right to grant artistic approval of the content of all events, presentations and performances. The Art Centre further reserves the right to sanction and/or prohibit any rental that involves the display of visual arts, or aspects of visual arts, which relate to the Art Centre in rental spaces.

Studio

- 30. The studio is available for rent for those conducting private arts programming activities or for artists who wish to use the studio for art creation. Different fee schedules will apply depending on whether the activity is revenue-generating.
- 31. Renters will provide all their own art supplies. The Art Centre will provide tables and chairs.

Multi-Purpose Room

32. The studio Multi-purpose room—is available for rent for those conducting private arts programming activities or for non-revenue generating activities, e.g. meetings, presentations, etc.

Gallery

- 33. Galleries will be available for rent a the discretion of the Art Centre Curator.—if available and if the planned activity is in keeping with the purposes and policies of the Art Centre.
- 34. There will be no food or beverages allowed in the galleries.

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35. The renter understands that the Art Centre may change the artwork and exhibitions at any time with no notice to the renter.

Entire Building

36. Rental of the entire facility entails access to all public areas, including galleries, studio, washrooms, multi-purpose room, kitchen, and lounges.

Rental for Photographs

- 37. The Art Centre is available for rental for photographs only during regular Art Centre hours, and for a maximum of two hours.
- 38. In the event that the renter stays after 5:00 pm an additional charge will be levied for each additional 1/2 hour.
- 39. A 50% deposit is required prior to the occasion and will be forfeited in the event of cancellation or no-show. The remaining fee is payable on or before the occasion.
- 40. No confetti, glitter, food, or beverages are allowed in the Art Centre for photography sessions.

Muse Rental Policy

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- 41. The Muse Board will set rental fees.
- 42. Rental fee rates will be reviewed from time to time, and will adjusted as necessary to comply with other City of Kenora policies.

Fee Schedule - Museum 41. Lobby Evening (4 hours max) \$300.00 \$75 charged for each 1/2 hour beyond the 4 hours. During museum hours \$300.00 ----Board Room-For 4 hours or less \$125.00 For longer than 4 hours \$200.00 Coffee \$25.00/coffee break <u>Courtyard</u> 1/2 Day \$30.00 Whole Day \$50.00 Photographs \$100.00 \$50.00 deposit required on booking \$25.00 charged for each 1/2 hour beyond 5:00 pm Punch Bowls \$25.00/set (if removed from Museum)

Muse Rental Policy

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Fee Schedule - Art Co	entre-
42. Studio	
Revenue-Generation	\$150 for 4 hours or less/day
Revenue-Generation	\$250 for more than 4 hours/day
Art Creation members	\$50/day for The Muse members; \$75/day for non-
	on rentals, a 10% discount will be applied for multi-day 15% will be applied for multi-day rentals of more than 5
Multi-purpose Room	
	\$125 for 4 hours or less/day
	\$200 for more than 4 hours/day
For Revenue-Generation rentals of 1- 4 days.	on rentals, a 10% discount will be applied for multi-day
One Gallery (non-publi	c hours only)
	\$150/hour
Entire Art Centre (non-	public hours only)
	\$800 (for a maximum of 4 hours)
	\$100 charged for each 1/2 hour beyond the 4 hours
Equipment use (in Art	Centre)
Easels	
Audiovisual equipment	
Kitchen	
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The following will be provided at no extra charge:

Tables (10 - 5' tables available)

Chairs (80 available)

Floor lectern

Linens

Punch Bowls (2 available) - unless removed from The Muse, then rented for \$25/set

Muse Rental Policy

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Review

		•	be presented y three years.	by	the	Director	to	The	Muse	Board	foi
On b	ehalf of The	. Muse Board									
 Date											



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Research	153-2020		MU-01-05	

Scope and Priorities

 The Muse's research program will be consistent with its statement of purpose, and will reflect the needs of the museum's community, site, collections, and public programming. To that end, the following scope and priorities of the research program are as follows:

History of the Area

Research specific to the history and development of Rat Portage, Kenora, Keewatin, Jaffray Melick, Lake of the Woods and the immediate area will be undertaken in the following areas:

- Anishinaabeg and Métis culture, history and life
- Exploration, settlement, and development of the area
- Natural history and regional geography. Specific enquiries from researchers are to be referred to the appropriate department of the Ministry of Natural Resources
- Archaeological research. Specific enquiries concerning archaeology to be referred to the Regional Archaeologist's office located in Thunder Bay
- Genealogical Research
- Architectural and Landscaping Research
- Social History
- Commercial and Industrial History
- Museum History

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Local/Regional Art History

Research specific to the art history of this area will be undertaken in the following areas:

- Local and regional artists
- · Art movements
- Arts organizations
- History of the local art scene

Museum and Art Centre Activities

- All information pertaining to individual artifacts or artwork, their significance, history, and historical and cultural context will be documented when the artifact or artwork is catalogued by the staff. Cursory research will be conducted at the time of cataloguing to ensure proper identification and classification of the item.
- When developing displays exhibits, the themes will be researched and the appropriate artifacts or artwork chosen on the basis of this information.
- Research will be conducted for interpretation purposes and also for the development of educational programming.
- General research will be undertaken to provide further information for The Muse files, newsletter, exhibit guide, and other publications.

Research in Response to Public Need

- Assistance will be provided to visiting researchers, and other in-person requests.
- Research assistance will be provided for those making requests by mail, fax, e-mail or telephone.

Museological and Gallery Research

 Research will be undertaken to assist staff in the performance of their Museum and Art Centre duties like education, conservation, exhibit design, programming, public relations, administration, etc.

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2. Research activities at The Muse will be consistent with established professional standards and ethics as stated in "Ethics Guidelines" (Canadian Museum Association, 1999); and "The Code of Professional Ethics: (International Council of Museums, 1990) and will adhere to any applicable legislation including copyright and freedom of information and privacy.

Resources

- 3. Research may be conducted by all staff, including summer staff.
- 4. The Director will ensure that there is a clean, well-lit space for staff and third-party researchers to carry out research.
- 5. The Director will ensure that sufficient staff time is scheduled to carry out The Muse's research program.
- 6. Funds will be budgeted annually for research purposes e.g. purchase of reference books, upkeep of office equipment, photocopying, staff training opportunities, etc.
- 7. The Director will provide access to training in order to improve the research skills of both staff and volunteers.

Access and Control

- 8. The Muse will allow members of the public to access its collections for research purposes, however, access to the artifact and art collection by the public is restricted to items on display unless an appointment has been made prior to the actual visit.
- 9. The Muse will not allow the removal by a private researcher of any artifact or artwork from its facility for research or documentation purposes, unless special arrangements have been made and approved by the Director.

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- 10. The Muse will respond to inquiries regarding its collection. The Muse staff will record the nature and scope of the remote inquiries and respond with a notice of receipt of the inquiry within five working days. Research undertaken by the staff on behalf of a researcher or in order to answer a public enquiry will be dictated by the availability of staff time.
- 11. Access to the artifact, archival and art storage area is restricted to The Muse staff who will retrieve the requested material, supervise the handling of it and store it again upon completion of the research. As a result of this supervision, access to the artifact, archival and art collection is dependent upon the availability of staff time.
- 12. Researchers will be encouraged to make appointments to use archival material. No appointments will be made outside regular museum hours.
- 13. A fee will be charged for any photocopying or photofinishing done.
- 14. If photographs of artifacts or artwork are requested and used in a publication, the researcher will do the photographing and will acknowledge the source with the following credit "Lake of the Woods Museum, Kenora, Ontario" or "Douglas Family Art Centre, Kenora, Ontario".
- 15. Release of information from government records deposited in the Museum is subject to the Freedom of Information Act and Privacy Act, and access to all records is subject to any restrictions that may have been placed on the material by the donor or source.
- 16. Other limitations to public access will be based upon:
 - fragility of the item
 - legal problems resulting from the release of information
 - lack of proper documentation or incomplete cataloguing of the item
 - restrictions that may have been placed by the donor

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Publication

17. The copyright of research undertaken and published by The Muse staff or volunteers on behalf of The Muse will be solely owned by The Muse, unless a written agreement has been signed prior to any research activity.

Review

18. The Research Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

Staff Training Policy



Section	Date	By-Law Number	Page	Of
General			1	4
Subsection	Repeals By-Law Number		Policy Number	
Staff Training	153-2020		MU-0	1-06

Objectives

- 1. The objectives of the staff training program are:
 - a. To have a fully trained staff that is able to implement sound museological practices at the Lake of the Woods Museum and sound gallery practices at the Douglas Family Art Centre.
 - b. To maintain a level of professionalism by ensuring continuing education training is available and accessible to all staff and board members.
 - c. To provide orientation for The Muse Board members, volunteers and all staff.
 - d. To help staff keep abreast of new developments in the museum and art gallery fields and to provide an opportunity for interchange of information with museum and art gallery colleagues through the attendance of conferences, seminars and meetings.

Off-Site Training and Memberships

- 2. Off-site staff training will be restricted to the winter months September to June whenever possible.
- 3. The Muse staff, volunteers, and board members will be encouraged to attend conferences, seminars, and workshops where training needs will be met, depending on fiscal and physical access and availability.

4. The Muse will encourage each staff members to attend at least one training or professional development seminar as time, physical access, and finances allow. per year.

Staff Training Policy

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MU-01-06	2	4

- 5. Individuals attending such training sessions on behalf of The Muse shall submit a written report to The Muse Board. These reports will be presented and discussed at a Board meeting. Newly acquired knowledge should be considered and implemented where possible.
- 6. Staff should be members of appropriate professional associations and attend annual conferences when possible.
- 7. The Director or an appointed staff member will attend all regional museum and art gallery network /association meetings if possible.

In-House Training

- 8. When a new member joins the Board or staff they will be provided with a Board/Staff Orientation Manual which provides information about the following:
 - general museum/art centre management, governance, and operations
 - policies and planning documents
 - the role of the Board member
 - Canadian Museums Association (CMA) Code of Ethics for Museum Board and staff members

The Director will be available to answer questions arising from the Board/Staff Orientation Manual and will conduct a behind-the-scenes tour for those interested.

The same orientation program will be implemented for volunteers, but not necessarily as in depth. Instead, more emphasis is to be placed on their individual areas of interest. This will not preclude further training as the volunteer becomes more familiar with The Muse's operations and procedures.

Staff Training Policy

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- 9. Additional orientation training will be provided to new staff by The Muse Director and will include:
 - Specific job training as per job description;
 - General Museum and Art Centre operations training;
 - Health and Safety orientation, training, tour, and testing.
- 10. First aid training will be provided for all staff through the City of Kenora training program. The Muse staff must keep their first aid training current.
- 11. In-house training for staff and Board members shall consist of:
 - Audio Visual Programs Funds must be budgeted to cover the rental fees and shipping costs. Scheduling is dependent on the availability of programs.
 - b. Reference Material Funds are to be budgeted for the purchase of reference materials to add to the existing reference library. When receipt of technical or professional publications requires membership in an organization, those membership fees will be paid by The Muse.
 - c. Visiting Specialists Every effort will be made to utilize the services of the Ministry of Tourism, Culture, and Sport, the Ontario Museum Association, the Association of Archivists of Ontario, the Ontario Association of Art Galleries, Association of Art Museum Curators or other museums or professional associations to provide consulting services and professionals to conduct seminars in the Kenora district for staff, board and volunteers.

Finances

12. The Muse-will budget between 1.5% - 2% set aside a reasonable percentage of its operating budget for the development, delivery and assessment of any in-house training programs, staff training opportunities, professional memberships, and the purchase and maintenance of a collection of current reference material. Efforts must be made to obtain funding through granting agencies to subsidize travel and accommodation costs.

Staff Training Policy

Policy Number	Page	Of
MU-01-06	4	4

Review

13. The Staff Training Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.



March 28, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Andrew Smith, General Manager of Recreation and Culture

Re: RC Policy Amendment – Ice Allocation Policy

Recommendation:

That Council hereby approves an amendment to the Ice Allocation Policy #CS-1-1; and further

That the amended Policy forms part of the City's Comprehensive Policy Manual; and further

That three readings be given to an amending by-law for this purpose; and further

That bylaw number 161-2023 be hereby repealed.

Background:

In December 2023, Council approved the new Ice Allocation Policy based on recommendations from the 2022 Parks and Recreation Master Plan.

In September 2024, Council supported a notice of motion that staff be directed to undertake a comprehensive review of the ice allocation policy with legal review for the 2025 season, to include the following considerations:

- a. Principles of equity and a clear process for staff application of same;
- b. Removal of Podium Pathway both as a reference and a priority level;
- Requirement of user groups who are governed by regional, provincial, and/or national bodies to demonstrate adherence to guidelines including half ice programming;
- d. An increased call for efficiency in ice time requests in the form of a declaration or agreement that groups or organizations will require teams to share ice for practices by default with a special request process for single team use of a full ice sheet;
- e. Review of the Ice Allocation user priority ranking;
- f. Language that speaks to each group equitably and proportionately sharing in less desirable time slots such as 6 am, 7 am and 4 pm on weekdays for all groups, and later than 9:00 pm for adult groups.

g. Enhancing overall readability of policy to ensure all current and future user groups can accurately interpret and understand how to apply it to their needs / programming. In addition to reviewing best practices and industry standards, RC Strategies hosted engagement sessions with user groups to gather feedback and address concerns from the first year of implementation.

Notable Changes:

1. Expanded Definitions

To promote clarity and inclusiveness, additional definitions were added, including:

- Gender Equity: The fair allocation of resources, programs, and decision-making processes across all genders, addressing access and benefits for all.
- Equity Deserving Groups: Communities facing systemic barriers to participation, including Indigenous peoples, newcomers, and low-income families.
- Underserved Populations: Groups with limited access to recreational opportunities due to financial, social, or geographic barriers.
- Underserved Opportunities: Programs or time slots that address service gaps for marginalized or equity-deserving populations.

2. Simplified User Priority Rankings

The Ice Allocation user priority rankings were streamlined to improve administrative clarity and public understanding.

a) Podium Pathway Removal

The Podium Pathway reference was removed from the policy and restructured as part of a broader Long-Term Development Framework.

b) Ice Allocation Request Limitations

Limitations on ice allocation requests were introduced to reduce unnecessary bookings, specifically addressing turn backs.

- Large groups that previously over-requested ice to accommodate potential growth will now face stricter limitations.
- This change aims to maximize ice utilization and prevent underused time slots.

c) Seasonal Allocation Compliance

Clear guidelines were added to specify that groups must be in good standing with the City to participate in the seasonal ice allocation process.

d) Ice Allocation Procedure

A detailed ice allocation procedure was introduced to outline the administrative process, ensuring:

- Transparency in decision-making.
- Clear, consistent application of the policy.
- Improved user understanding of how ice is allocated.

e) Conflict Resolution Process

The conflict resolution process was refined to:

- Provide greater autonomy to user groups in resolving disputes.
- Ensure that equitable decisions are made when groups cannot reach a consensus independently.

f) Black Ice and Usage Tracking

To promote accountability, black ice (unused but booked ice time) tracking was introduced. This ensures:

- User groups are utilizing their allocated ice time effectively.
- Underused ice time can be reallocated to other groups or programs.

3. Decision Points

a) Distribution Percentages

To address community concerns over weekday ice distribution, Council could define Monday to Friday ice distribution percentages. This would allow for the increase or decrease of user group ice times during the week.

During the 2024/2025 season, the actual prime ice time allocation was:

• Municipal Programs: 1%

Youth: 96%Adult: 3%Other: 0%

The proposed distribution percentages moving forward are:

- Municipal Programs: 3%
- Youth (Local Non-Profit): 85%
- Adult (Local Non-Profit): 11%
- Casual Users: 0.5%
- Non-Resident / Commercial Users: 0.5%

For 80 hours of available prime ice per week, this distribution would represent:

- Municipal Programs: 2 hours
- Youth: 68 hours
- Adult: 9 hours
- Casual / Non-Resident: 0-1 hour

By increasing the adult and municipal programming percentages, weekday ice time would:

- Provide 5.5 additional hours per week for adult programming.
- Add one additional prime ice slot for public programming.

This reallocation would result in reduced weekday ice time for youth groups.

 During tournaments, youth groups that primarily participate on weekends could experience greater impacts, as weekday allocations will fall below the Long-Term Development (LTD) framework guidelines.

Council Options:

- Option #1 Adopt the proposed distribution percentages to create a more diverse offering for all residents.
- Option #2 Modify the distribution percentages at their discretion to reflect different priorities.
- Option #3 Remove distribution percentages entirely, allowing for a more flexible, demand-driven allocation.

b) Historical Status

As part of the policy review, RC Strategies recommended that historical status be incorporated into the evaluation matrix.

- Recognizing historical status can benefit long-standing users, providing stability for established programs.
- However, this practice may also limit opportunities for new and growing programs.

The proposed historical standing matrix assigns the following weights:

- Greater than 10 years: 5 points
- 6 9 years: 4 points
 2 5 years: 3 points
 1 year or less: 2 points

Council Options:

- Option #4 Adopt the proposed matrix, maintaining a moderate weight for historical standing.
- Option #5 Reduce or increase the weight of historical status criteria.
- Option #6 Remove historical standing entirely from the evaluation matrix to promote greater flexibility and equity for emerging groups.

Conclusion:

The Ice Allocation Policy review has resulted in clearer and more transparent procedures.

The refinements include:

- · Strengthen equity and accessibility;
- Promote efficient and accountable ice usage;
- Enhance public understanding of the allocation process.

These changes will optimize facility usage and meet the evolving needs of Kenora's recreational community.

Budget: N/A

Risk Analysis: Ice allocation is contentious and all organizations will not agree with all changes made to this policy.

Communication Plan/Notice By-law Requirements: By-law required; ice allocation to be attached to user group request forms.

Strategic Plan or another Guiding Document:

2022 Parks and Recreation Master Plan
LTD Hockey Canada Long Term Player Development Document(2013)
Long Term Development – Skate Canada
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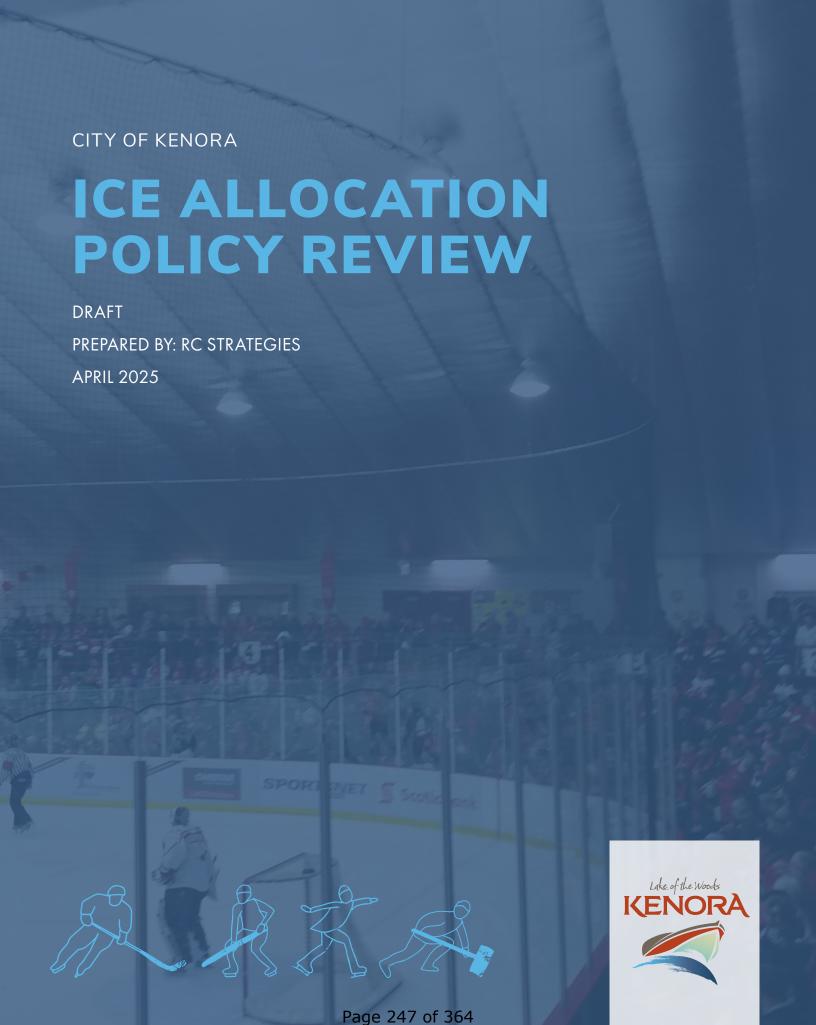




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1.0 INTRODUCTION



Based on direction provided in the Kenora Parks and Recreation Master Plan (2022), the City Administration began work on a revised Ice Allocation Policy in early 2023. The Master Plan (pg. 34) contained the following recommendation:

Review ice allocation and user fee policies for indoor ice arenas in the City to ensure equitable access, and balance affordability with cost recovery considerations. Consideration should be given to the potential of having resident versus non-resident rates.

Additionally, the Master Plan included several other recommendations related to allocations:

- Consider differential fees for peak-time use to better align with other municipalities.
- Involve ice user groups in the renewal of the City's ice allocation policy and to identify sustainable fees and charges, service level expectations, and how fee adjustments can be tied to service level improvements.
- Continue to evaluate participation data for all ice user groups to monitor changes in participation by season.

The 2023 Ice Allocation Policy was developed based on the guiding principles outlined within the Master Plan and from direction provided by sector resources including guidelines laid out by Hockey Canada, Skate Canada and Canada's Long-Term Development in Sport and Physical Training (LTDSPA) resource paper.

The Policy articulates the commitment to "Ensuring fair and equitable ice allocation" and "Advancing fairness, equality and accessibility". The purpose of this review is to assess the current structure of the policy with an equity lens to ensure the process aligns with the overarching commitment to fairness and equitable access to ice in Kenora. To support this review the report provides an overview of current leading practices in allocations.



ICE ALLOCATION POLICY (2023)

POLICY STATEMENT

The Corporation of the City of Kenora is committed to providing ice time usage within municipally owned and operated facilities, giving priority to City of Kenora residents, clubs and affiliates, patrons, and visitors to our facilities, without prejudice, in a fair and equitable manner in collaboration with the community.

POLICY PRIORITIES

The City of Kenora will allocate ice time utilizing the following user priority ranking:

- 1. Kenora U18 AAA regular season and playoff games.
- 2. City of Kenora Public Skating
- 3. Youth Tournaments & Special Events.
- 4. Youth Partner Groups and School Board external games, testing and clinics.
- 5. Youth Partner Podium Pathway internal games and practices, testing, and clinics.
- 6. Youth Partner Organization internal games, practices, testing and clinics.
- 7. Boards of Education (Programs Highschool hockey curriculum/open skate school ice).
- 8. Adult Tournaments, Special Events and Games that are played against an out-of-town team such as a senior hockey game.
- 9. Exhibition Games
- 10. City of Kenora General Recreational Programs.
- 11. Seasonal Clients (regular seasonal contracts).
- 12. Occasional and Commercial Users.



2.0 APPROACHES TO ALLOCATIONS

This section will outline key leading practices in municipal policy and planning direction for the allocation of public recreation facilities, a specific focus will be on ice facilities and the integration of equity principles in allocation decision making.



2.1 RATIONAL FOR ALLOCATIONS

Recreation facilities such as community centres and sports complexes often have allocation policies that dictate how resources such as space, equipment and staff are allocated to various programs and events. Allocation policies are established by municipalities to ensure fair access to resources and to maximize the use of available facilities. These policies communicate priorities, principles and administrative procedures for bookings, some communities prioritize programs that serve a diverse range of ages and abilities or align with a municipalities' overall mission and goals.

As such allocations are based on philosophical foundations. For example, in recent years, there has been an increased focus on equity and access while respecting the value of established user groups. Having clear and transparent processes when allocating facilities is essential when there are competing facility requests. Having a process for engaging with user groups on allocations can help to mitigate conflict. To assist with the allocation process, Sport for Life (CS4L) has developed a series of best practices and recommended principles for the allocation of facility time to user groups:

- Allocation practices are based on "standards of play" principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups. Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common user groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.

It is important to note that not all municipalities are shifting away from or de-emphasizing historical tenure as a driver of allocation priority; however, it is recommended that it be one factor included in the process of prioritization. The following section will explore methodologies for setting allocation priorities.







2.2 APPROACHES TO SET ALLOCATION PRIORITIES

There are many different approaches and considerations to consider when setting allocation priorities. Summarized in this section are a number of pertinent trends and leading practices that may warrant consideration as an Allocation Policy is being developed including direction around activity standards, formulas, equitable balance, and policy direction.

Activity Standards

The Long-Term Development Framework (LTD) is a nationally accepted eight stage framework that identifies an appropriate pathway for developing physical literacy across all ages and athletic goals:

- 1. Awareness and First Involvement
- 2. Active Start
- 3. FUNdamentals
- 4. Learn to Train
- 5. Train to Train
- 6. Train to Compete
- 7. Train to Win
- 8. Active for Life



Long-Term Development in Sport and Physical Activity

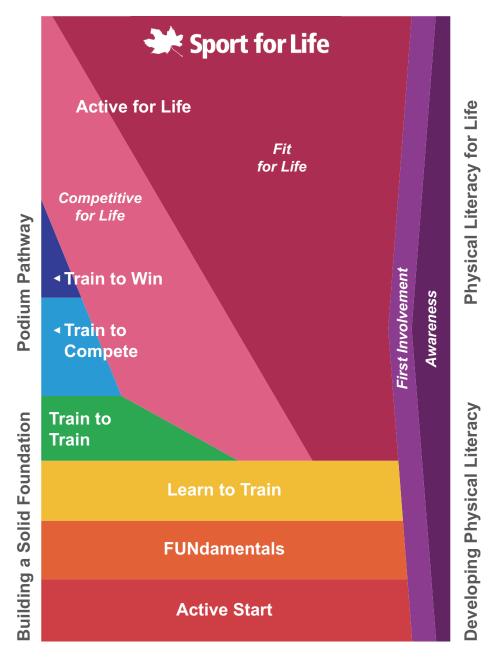


Figure 1 Long Term Development Framework

National Sport Organizations (NSO's) are required to demonstrate alignment with LTD by developing a Sport Framework. Fifty-five NSO's currently have a Sport Framework (or multiple sport Frameworks depending on the nature of the sport) which vary in specificity and format, but generally outline an appropriate duration, frequency, and intensity of participation for each stage of LTD. Sport Frameworks can provide municipalities and other public sector providers of facility space with a reference point from which to identify standards of play and allocation guidelines.



Registration Trends

Allocation of recreation facilities can be dedicated based on organizations' registration and participation trends. Municipalities may offer growing organizations or programs additional allocated facility time to accommodate for the growing participation. This can be reviewed through a 3-year registration review- for example, if an organization's participation trends have declined by 5% over the previous 3 years the organization's hours of allocation will reduce by 5%. Where previously they were given 90 hours a season, they will be reduced to 85.5 hours

Prime Time

Prime time typically refers to the period of highest demand for recreation facilities and programs and typically corresponds to evenings and weekends. Some communities require organizations or user groups to book one hour of nonprime time for every 10 hours of booked of prime time. Allocation policies may also limit the availability of prime-time hours by allocating a certain percentage of prime time per user group. For example, allowing children and youth groups 85% of prime-time bookable hours, and adult organizations 10% of prime-time allocated hours.

Good Standing

Many organizations or user groups are required to be in good standing with the Municipality in order to get prioritized primetime bookable hours. Good standing can mean different things for different municipalities some examples of good standing include:

- Good financial standing- payments made on time.
- Respectful to staff and facility. The facility is left how it was found after programming. The overall conduct of players, coaches, and teams at the facility during facility rentals.
- Adhere to policies and procedures.
- Utilization of time allocated- does not regularly request cancellation or last minutes cancellation of allocated time.









New Emerging Sports

As it relates to new or emerging programs and organizations, allocation policies are acknowledging how to service these groups. Ensuring there is a section outlined within the allocation policy, and supporting new trends is important to ensure a diversity of opportunities. Many emerging sports are being catered to, with little impact on long-term programming. Providing opportunities for new programs with any available hours or working with long-term organizations to reallocate some hours to accommodate for an emerging program in the community.

Grandfathered Status

Providing a grandfathered status to longstanding user groups allowing them historical access to their hours and time allocations. This is often granted to users who have had the same hours for two or more consecutive years.

Room for Unstructured Play

As unstructured play is becoming more popular for users, many allocation policies ensure that only $\frac{1}{2}$ of the available courts are booked at a park at any given time to encourage unstructured play, except for tournaments.

2.3 JURISDICTIONAL SCAN

A review of various Canadian communities was completed to identify current allocations practices and draw upon relevant learnings to inform the development of a decision-making allocations framework. The communities selected were based on their policies being viewed as leaders in the recreation sector and the ability to learn from the various approaches to inform policy direction for Kenora.

Allocation Practices in Select Canadian Cities

Table 1: Overview of Allocation Practices in Select Canadian Cities

Municipality	Allocation Policies	Overview of Allocation Practices
Edmonton, Alberta	Gymnasium and Sports Field Allocations	The City of Edmonton has developed a model for allocating gymnasiums and sports fields based on standards of play that are developed collaboratively with user groups. A committee structure is established consisting of representatives from the City, school board (due to the joint use nature of most sites), and "core" user groups. The committee collaboratively reviews and establishes standards of play based on user group needs and available supply. The standards of play are then inputted into a model that provides an allocation of time.
Winnipeg, Manitoba	N/A	The City of Winnipeg does not have formal allocations policies for their facilities. They do have procedural direction that state a maximum allocation of 55% of all prime-time ice available in all City operated arenas will apply as the upper limit for minor hockey, ringette and sanctioned school division high school hockey combined. This would preserve a significant amount of prime time ice for other ice sports and recreational skating.
Hamilton, Ontario	Allocation Policy for Sport Fields, Diamonds and Arenas	The City of Hamilton has an allocation policy which municipal fields, diamonds and arenas. A working group within the Recreation Division determined an allocations formula for each sport, and for both house league and competitive 'Affiliated Minor Sport Organizations'. The policy focuses on LTAD standards as an objective rationale for allocation that should equitably provide opportunity for all user groups to deliver core programming. The formulas are based on: 1. LTAD stage/age categories 2. Base number of players per team within each stage 3. Number and length of practices and games per week It is expected that these formulas are refined each year and adjusted to reflect operational realities. City staff collects user group registration data annually.



Municipality	Allocation Policies	Overview of Allocation Practices
Toronto, Ontario	Ice Allocation Policy	The City of Toronto's Ice Allocations Policy was originally developed in 2001 and is unique case study for a number of reasons:
		The policy was an attempt to harmonize indoor ice allocation across city operated facilities that had historically been operated by independent municipalities (prior to municipal amalgamation).
		 The policy specifically references that special policy allowance were needed to support the growth and unique dynamics of girl's hockey and adult pick- up hockey.
		The policy outlined that a user group residency requirement of 80% must be demonstrated in order to receive ice allocation priority. However, this residency requirement was dropped to 70% for girl's hockey groups for a period of 5 seasons to support growth (a number of girl's hockey programs required participants from outside jurisdictions to ensure sufficient critical mass that can help build a participant base).
		Toronto's 2010 policy, which is still in place for the 2024-2025 season allocated the ice as follows:
		Community Youth: 60%
		Competitive Youth: 25%
		Competitive Junior Hockey: 0.5%
		Community Adult: 14%
		Commercial: 0.5%
		The City of Toronto has complex formula for ice. As ice time is at a premium, the City starts with the total number of hours available in its calculation.
		Here is the example from their 2024-2025 published ice allocation:
		Weekly Time Allocation (hours) = Prime time ice available per week x percentage of ice allocated to classification type x [League residents ÷ Total residents in category]



Municipality	Allocation Policies	Overview of Allocation Practices
Halifax, Nova Scotia	HRM Community Access Plan Aquatic Allocation Guidelines	The HRM Community Access Plan outlines the allocation of ice times for municipal facilities to promote participation in recreation and an equitable distribution of ice time. The Plan manages both City and Partner operated facilities. The allocation standards are based on standards of best play that align with Hockey Canada guidelines.
		The Aquatic Allocation Guidelines are identified within the HRM Long Term Aquatic Strategy in response to the gap in official policy guiding allocation of municipal pools. It was determined within public engagement conducted for the Strategy that there is a need to address the allocation of facility space, especially during prime times. The Aquatic Allocation Guidelines define prime and non-prime time, allocation priorities, and guidelines for allocation processes. The process is guided by the Access Plan (see case study), it also related to the LTAD standards of Swimming Canada and advocates for enhanced education of user groups and better collection of data to make more informed decisions.
Denver, Colorado	The Denver Resource Allocation and Priority Plan	This Resources Allocations and Priorities Plan (RAPP) identifies core services, points out duplication in services, recommends service provision strategies, and recommends resource allocation and pricing strategies. It enhances partnerships and helps meet the future needs of Denver residents, and those who work in and visit the community.
		The Plan focuses on short and long-term implementation strategies that will enhance service delivery, will efficiently and effectively utilize the community's investment for critical parks and recreation needs, and will identify collaborative efforts. This plan aligns available and future resources with core services and commitments to include desired level of service, sustainable fiscal and environmental stewardship, and industry best practices in operating and maintaining the Department's infrastructure.



Case Studies

The following provides an overview of select municipal practices to provide greater insight in the processes that guide the allocation of various public recreation spaces.

CASE STUDY: CITY OF EDMONTON – GYMNASIUM AND SPORTS FIELD ALLOCATIONS

The City of Edmonton has developed a model for allocating gymnasiums and sports fields based on standards of play that are developed collaboratively with user groups. A committee structure is established consisting of representatives from the City, school board (due to the joint use nature of most sites), and "core" user groups. The committee collaboratively reviews and establishes standards of play based on user group needs and available supply. The standards of play are then inputted into a model that provides an allocation of time.

Example Gymnasium Standards of Play

Example of Standards	Gym Games	Gym Practice	# of Games	# of Practices	Practice Length	Game Length
Basketball - Adult Competitive	AA, A	B, C	27	27	1.5hrs	1.5hrs
Volleyball - Youth Recreation	А, В	C, D	1 /wk per Team	1 /wk per Team	1.5hrs	1.5hrs





Example of Applying the Standards of Play to Sports Fields

Demand

The demand for fields is the sum of the number of teams (at each level) times the standard of play for that sport. For non-team activities, the number of participants is used. The sum of the demand for all sports and activities when added to the school use equals the demand for sports fields.

"Standard of Play" \times "Number of Teams" = "Group Demand"

"Sum of All Groups Demand" + "School Use" = "Total Demand"

Supply

Two major factors determine the supply of fields:

- 1. Current inventory
- 2. Field requirements of events

Entitlement

The entitlement of field time for a group is equal to that group's demand compared to the total demand. i.e., if a group is 5 percent of the total demand, their entitlement would be 5 percent of the total availability of fields. The entitlement only identifies the number of hours of field time. The day, time, and field location is determined by the allocation committee. A group's entitlement may fluctuate from year to year, as its entitlement is directly proportional to its increase or decrease in participants when compared to the overall demand for all groups.



Case Study: Halifax Regional Municipality - Aquatic Access and Inclusion Model

ACCESS AND INCLUSION MODEL

The City of Halifax adopted in a Long-Term Aquatic Strategy in 2017 to guide facility planning over a 15-year timeframe. The Strategy sets the directive that the City has a primary mandate of ensuring that the public has aquatic access, to be safe in and around the water, to learn to swim, and to benefit from lifelong participation in healthy active lifestyles. A strategic recommendation to support this mandate was the adoption of the 'Aquatics Access Plan' which is a framework for access and inclusion policies, strategies and processes to ensure all residents of the Halifax Regional Municipality (HRM) can participate in aquatic opportunities and experiences.

The Parks and Recreation Aquatic Access and Inclusion Model provides a framework to guide and inform access and inclusion decision making and support related aquatic policy, planning and service delivery toward lifelong participation for everyone. The Model's components include Informed Partnerships, Reducing Financial Barriers, Welcoming Spaces, Program Support and Adaptations, Community Engagement, and Training and Development.





Case Study: Town of Oakville Allocations Policies

Individual but aligned policies exist for indoor ice, sportsfields, and pool time. The procedure for allocation generally occurs using the following steps (some slight variations exist between the three policies):

- 1. Standards of play Based on a combination of national/provincial guidelines and local history. The standards of play identify the amount of time needed for quality programming based on the number of participants per time block, time requirements per participant, and the relative age and skill level of the participant.
- 2. Calculation of supply Based on facility operating hours; broken down into prime, non-prime, and shoulder season time.
- 3. Calculation of demand Calculated by considering actual demand (based on previous season registrations), plus substantiated future demand (demonstrated by registration numbers and waiting lists), and the application of the standards of play.
- **4. Annual registration process** Request from the user group for facility time.
- **5. Priority status identification** Municipal programs receive first priority followed by youth and adult program providers that are members of CORE. *See description of the CORE membership program.
- 6. New user group assessment New user groups can apply to be part of the allocations process and will be considered if they have sufficient participant numbers. However, allocation to new user groups will only be considered in cases where a program provides a service to previously un-serviced segments of the population or where a new program is being introduced that is not available through existing organizations.
- 7. Calculation of supply-demand ratio The total number of prime time and shoulder time periods of ice within the Town's inventory represents total supply. The supply-demand ratio is calculated by dividing total ice supply by the total demand.
- **8.** Calculation of ice allocation Allotment is calculated by multiplying the percentage of total demand that a group represents by the supply-demand ratio; proportionally split between prime and shoulder seasons. Organizations are responsible for allocations within their sub-groups (ages, teams, levels, etc.).

The CORE (Community Organizations in Recreation and Education) membership program is a unique aspect of the Town's allocations process. CORE member organizations receive priority within the allocations process along with preferred user fees. To be a CORE member, an organization must by not for profit, volunteer based, and comprised of over 85% Oakville residents.



Case Study: City of Waterloo - Public Facility Allocation

The City of Waterloo is dedicated to fostering an active, engaged, and healthy community. The City has identified sport, recreation, leisure, culture, social, and community activities as fundamental to achieving this goal, and recognizes that access to City of Waterloo owned, operated, leased, and managed public facilities supports these activities.

The City requires a Public Facility Space Allocation (FSA) Policy to direct the allocation of public facility space. As the population of the City of Waterloo continues to grow and change, demand for facility space and use for a greater variety of activities is anticipated to increase. This policy helps ensure public facilities are used to the greatest benefit for the entire community, to provide access to a broad range of activities, and to address budget limitations while optimizing the use of the existing inventory of public facility space.

USER GROUP PRIORITY RANKING

- 1. Existing contractual obligations for tenants, leases, and special events
- 2. City of Waterloo Admission Programs (all age groups) and Registered Youth Programs
- 3. Affiliated Youth Community Organizations
- 4. Affiliated Adult Community Organizations
- 5. City of Waterloo Registered Adult Programs
- 6. Non-Affiliated Youth Seasonal User Groups
- 7. Non-Affiliated Adult Seasonal User Groups
- 8. Commercial Groups



Case Study: City of Abbotsford

In 2022 the City of Abbotsford adopted the Parks and Facilities Allocation Policyⁱ. The policy ensures that the City will allocate bookings to maximize user experience, ensure most effective use of facilities, equitable access and fair and transparent allocation processes.

The purpose of this policy is to establish:

- a. How the City allocates bookings
- b. The terms and conditions that the user group must meet to use requested facility
- c. The priority of the bookings
- d. Guidance on how much time a facility is made available to certain user groups
- e. A process that ensures that the allocation of bookings is transparent, fair and inclusive

To inform this policy, an Allocation Policy Framework was developed. The Framework was developed to provide a foundation for the development of the Policy and highlights the guiding principles:

- » Activity Alignment
- » Equity
- » Accessibility
- » Space Efficiency
- » Clarity
- » Collaboration
- » Adaptability



i City of Abbotsford, Policy C003-13 Parks and Facilities Allocation Policy, 2022, https://laws.abbotsford.ca/civix/document/id/coa/coaother/c00313/search/CIVIX_DOCUMENT_ROOT_STEM:(Allocation)%20AND%20CIVIX_DOCUMENT_ANCESTORS:coaother?1



The process for the space allocation process is outlined in the Allocation Policy Framework:



Image Source, Allocation Policy Framework, 2023ii

While the City follows the guiding principles from the Framework, there is also a set of allocation principles in the Policy:

- » The allocation of booking is to remain flexible to allow for the City to take advantage of opportunities and unforeseen circumstances.
- » The City may deviate from the policy to further align with the Allocation Policy Framework.
- » User groups must be in good standing with the City, it is expected that all groups appropriately use the facilities.

Exclusions and other considerations to the allocation policy include:

- » Short notice special event opportunities
- » Local and regional emergencies
- » Quality and integrity of infrastructure

This Allocation Policy and associated Framework outlines a transparent process for how facilities and services are allocated to user groups. The City outlines the purpose of the policy, the guiding principles and the overall process for allocations.

ii City of Abbotsford Parks, Recreation and Culture, Allocation Policy Framework, 2023, https://www.abbotsford.ca/sites/default/files/2023-07/2023%20Parks%20and%20Facilities%20Allocation%20Policy%20framework%20final.pdf



Case Study: City of Burlington

The City of Burlington has a simple outline for allocation with only 4 categories. The prioritization is linked to their departmental Framework. Their categories are:

- **a.** All Community Programs (including City of Burlington and Qualified Program Providers) that are open to all ages and abilities.
- **b.** Concurrently
 - i.Qualified Program Providers & City of Burlington Community Programs Mixed Services (e.g. age restricted programs, specialized instructional)
 - ii. Tournaments and Special Events application requests
- c. Seasonal Closed/Private Users serving Burlington residents and Non-Recreation Users serving Burlington residents
- d. In Season Opens: Ad Hoc one-time use and Out of Town users

The qualified providers:

- Offer programs for all or activities that meet resident needs
- Have seasonal space allocation
- Align with departmental Framework
- Have insurance and are in good standing



2.3 EQUITY AND INCLUSION IN ALLOCATIONS

There is an increasing cultural awareness as to the systemic nature of racism and the structural inequalities that exist within society. In Canada, the work of the Truth and Reconciliation Commission was fundamental in highlighting and exposing historical and ongoing structural flaws within society that perpetuate racism and harm towards Indigenous populations. Recent global discussions and movements has resulted in a further level of awareness and discussion on issues of race, gender, and privilege.

Like most other sectors, municipalities that provide recreation services are in the midst of evaluating their own historical inequalities and evaluating solutions that can address these issues and create greater equity in recreation. Recreation is uniquely positioned to foster inclusion and provide a platform to help tackle racism, prejudice, and gender inequality. Identified as follows are a handful of ongoing initiatives that leading are being undertaken by leading organizations in the sector.

• **True Sport** exists to try to create the right conditions for individuals to experience good sport, to value it, commit to it, nurture it and stay connected to it all their lives. The organization provides a series of programs and initiatives designed to give people, communities and organizations the means by which to leverage the many benefits of sport from a platform of shared values and principles. The True Sport Guidelines for Communities are action statements that describe how communities can put True Sport into action. They can be used as a benchmark or a simple reminder about what is trying to be achieved through sportⁱⁱⁱ.



• The National Recreation and Parks Association in the United States has been a leader in foster conversations on topics related to inclusion and inequality in the parks and recreation. The organization has adopted 'equity' as one of their three organizational pillars. They provide a wealth of resources including a language guide, a health equity framework and guidelines for centering equity in recreation and parks master planning^{iv}.



• **Sparc BC** (The Social Planning and Research Council of B.C.) has published or codeveloped a wealth of resources on inclusion and access. One of these documents, Everybody's Welcome: A Social Inclusion Approach to Program Planning and Development for Recreation and Parks Services was developed in conjunction with the British Columbia Recreation and Parks Association and provided the sector with a formative resource that helped generate a greater understanding of what inclusion means and how to undertake actions that can foster it within public facilities and spaces^v.



- iii <u>https://truesportpur.ca/true-sport-quidelines-communities</u>
- iv https://www.nrpa.org/our-work/Three-Pillars/equity/
- v https://www.sparc.bc.ca/wp-content/uploads/2017/02/booklet-everybodys-welcome.pdf



How does equity and inclusion relate to recreation space allocation?

While procedural shifts are occurring, the majority of municipalities and other public sector facility providers allocate space based on historical precedent. In other words, a tenured user groups historical "rights" to a space have favorably positioned that group within the priority ranking at the expense of groups that are new, emerging, smaller, or have less leverage within the allocation process. This dynamic has advantageously positioned some groups to grow and have success while other groups are not able to access sufficient space to reap the same level of benefit. Leading practices, including many of those presented within this document, would suggest that municipalities and other service providers need to consider the following questions as they ponder future approaches to the allocation of space:

- Are primary users of facility space truly inclusive and provide ample opportunities for all individuals, including those that are likely to face barriers to participation?
- Does the allocation process determine priority based on achieving the highest possible degree of public benefit?
- How can the allocation process help facilitate success for groups that focus on providing opportunities to individuals that face systemic barriers to participation? (e.g. individuals from the LGBTQI2S Community, women and girls, new Canadians, racialized individuals, etc.).
- Is the administrative complexity of the allocation and booking process itself a barrier? If yes, how can the process be adapted for individuals and groups that may not be predisposed to navigating through systems or that face language barriers?
- Are the barriers to accessing space a product of the allocation policy itself, staff training and understanding of inclusivity, or both?

Other Notable Trends Impacting Allocations

Summarized as follows are a number of broader trends in recreation participation will also influence future space needs and the allocation of space.

- Increasing demands for spontaneous / unstructured recreation and leisure opportunities.
- The financial impact of the pandemic on both user groups and facility providers.
- Diversifying activity preferences and interests.
- The evolving nature of volunteerism from longer term to shorter term commitments.
- The rising cost of participating in higher levels of sport.
- Increasing awareness of the need for physical literacy and the negative impacts of activity specialization.
- Continued shift in infrastructure typology from single purpose facilities to those that are multi-purpose and expected to accommodate a wide array of activities and functions.





3.0 COMMUNITY ICE USER ENGAGEMENT



To support the evaluation of the City of Kenora Ice Allocation Policy (2023) engagement with current ice users was conducted to understand their current lived experiences and perceptions of the allocation process the City had implemented with the adoption of the new Policy.

A total of 24 ice users were invited to participate in the engagement process. A total of three discussion sessions were hosted that included 14 participants who represented 11 organizations. Those who were unable to participate in the sessions were provided the opportunity to submit feedback via email directly to the consulting team.

Key themes from the engagement sessions incldued:

- Recreation is highly valued, and an important component to provide a high quality of life to residents.
 - » Youth sport and recreation opportunities are very important; however adult ice recreation is valued by community members as it provides opportunities to be active and make social connections with other community members.
 - » Local recreational use is of high value and importance and should be a priority over non-local or commercial use.



- Working within current facility limitations.
 - » Organizations expressed that demand exists to expand current leagues and programs from participants and community members who are unable to participate.
 - » Most organizations maintain a waiting a list.
 - » There is also an interest to host additional regional and provincial level tournaments.
- **Efficient use of ice** should be a priority to ensure maximum benefit to community.
 - » Organizations expressed concern over groups not properly turning back scheduled ice.
 - » There is a belief that tracking of black ice and turn-backs needs to be enhanced and should be publicly shared.
- **Partnerships** are important to the delivery of recreation in Kenora.
 - » Groups and City programs and services need to be complimentary and opportunities for coordination should be explored further.
- Transparency of current processes could be enhanced.
 - » There is a concern on the lack of clarity on the current allocation process and how decisions are made.
 - » Overall the participants felt the Policy itself was well written and addressed the concerns raised in the Master Plan process; however they felt that issues arose in the implementation of the Policy by staff.



4.0 REVIEW OF KENORA'S ICE ALLOCATION POLICY



The evaluation of the Ice Allocation Policy found the Policy to be well-written with clear direction on the process to allocate ice time in City facilities. In conducting the review, there were a few areas that may warrant consideration and adjustment to enhance clarity and direction. The following table provides a review of the Policy content and structure with recommendations for potential revisions.

Table 2: Table Policy Content and Structure Review

Content (Page)	Concern	Recommendation	
Purpose (Pg 2)	Lack of defined principles.	Add in Guiding Principles from Master Plan and articulate the relevance to allocations.	
Definition of Equity Level (Pg 3)	Criteria for equity level is limiting.	Remove equity level from definitions and from the process of allocation, as it was not clearly indicated how the equity level was implemented in the process.	
Definitions (Pg 3)	Lack of definition of gender equity and equity deserving groups.	Include definitions: Gender Equity is the process of allocating resources, programs, and decision making fairly to all genders without any discrimination on the basis of gender and addressing any imbalances in the benefits available to people of different genders. (Source Canadian Women and Sport) Equity Deserving Groups are communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc.	
Definition of internal games (Pg 3)	Criteria of youth is limiting.	Remove youth from definition.	
Definition of Podium Pathway (Pg 4)	Confusion with terminology.	Remove 'Podium Pathway' from definitions and references within process and procedures included in the document. This should be restructured to address community (leisure / recreation sport) activity and competitive activity.	
Ice Allocation User Priority Ranking (Pg 6)	Complicated priority ranking.	Based on leading practices, it is recommended that the priority ranking be simplified for administrative clarity and for enhanced public understanding. The proposed revised priority ranking is: 1. City programs and public skate 2. Tournaments and Events 3. Youth (NFP Local) 4. Adult (NFP Local) 5. School boards (annual use) 6. Casual use (youth/adult) 7. Non resident 8. Commercial Specific nuances can be addressed in policy procedures. Future consideration should be given to alignment of allocation categories with the fees structure.	



Content (Page)	Concern	Recommendation
Ice Time Categories (Pg 8)	Prime time definitions.	Revise times to align with current operations.
Ice Time Allocation Requests (Pg 8)	Request amount and removal from the process.	For clarity and alignment with guiding principles, the City may want to define percentage of allocation to different activities. For example, the following are percentages used for 2024 / 2025 by the City of Toronto: Community Youth: 60% Competitive Youth: 25% Competitive Junior Hockey: 0.5% Community Adult: 14% Commercial: 0.5% The City of Kingston Council mandated that 70% of the ice time be allocated to youth. A proposed percentage of allocation for Kenora may be: Municipal Programs: 3% Youth (Local Non-Profit): 85% Adult (Local Non-Profit): 11% Casual Users: 0.5% Non-Resident / Commercial Users: 0.5% It should be noted that where excess demand exists groups in the same category will be assigned equal prime time and non-prime time ice allocation. That priority ranking is applied to both prime time and non-prime time ice allocation. Points "g" and "h" should be removed to ensure they are not misinterpreted by public reviews. When excess demand exists City Staff will use the scoring matrix to allocate time.





Content (Page)	Concern	Recommendation
Conflict Resolution (Pg 10)	Proposed new process.	The following new process is proposed to be included in the policy. Ice time conflicts may happen from time-to-time. These conflicts will first be discussed within the annual Ice User Group Meeting. If no resolution is achieved in the initial discussion, the affected groups will be brought together for discussion and resolution with the General Manager of Recreation and Culture. Should no resolution be obtained, the decision of the General Manager of Recreation and Culture will be final. Ice conflict resolution will involve considering the following, listed in no particular order, when a decision must be made: • Municipal Directives and Resolutions of Council • Historical ice allocation • Overall percentage split in prime time (youth, adult, equity deserving groups) • Operational efficiencies
Ice Time Amendments and Cancellations (pg. 11)	Enhanced definition and clarity on the cancellation / turn back process and reporting.	Within the Policy clear parameters should be identified regarding timeline for cancellations. In additions to cancellations, there should be context added regarding the City's position on black ice / unused booked ice time. It is recommended that the City begin annual reporting on booked ice time that is not used. As needed, the City should focus on public education on the impacts of unused ice.





APPENDIX A: SCORING MATRIX



The Scoring Matrix is a tool for conflict resolution to rank competing allocation requests for space. The organization with the highest cumulative score (maximum score of 30 points) in all categories will be given allocation priority.

Table 3: Table Scoring Matrix

Category	Options	Score
Age		
	Child / Youth (18 years and younger)	5
	Adult	4
	Intergenerational	4
	Older Adult (65 years and older)	3
Opportunity I	Diversity	
	Activity / program provides new or underserved opportunity desired in the City based on proven market demand (community survey, known activity trends)	5
	Activity / program provides new or underserved opportunity desired in the City	2
	Activity / program already exists in the City	1
Organization	Structure	
	Not for profit	5
	School	3
	For profit	1
Adapted and	Inclusive Programs	
	Programming is adaptable and / or inclusive for underserved populations	5
	Some programming is adaptable and / or inclusive for underserved populations	3
	No elements of the programming is adaptable; nor is the programming serving underserved populations	1
Historical Sta	nding	
	Greater than 10 years	5
	6 – 9 years	4
	2 – 5 years	3
	1 year or less	2
Financial Acco	essibility / Assistance	
	Low or no cost programs / assistance available for participants	5
	No low-cost programs / assistance not available	1



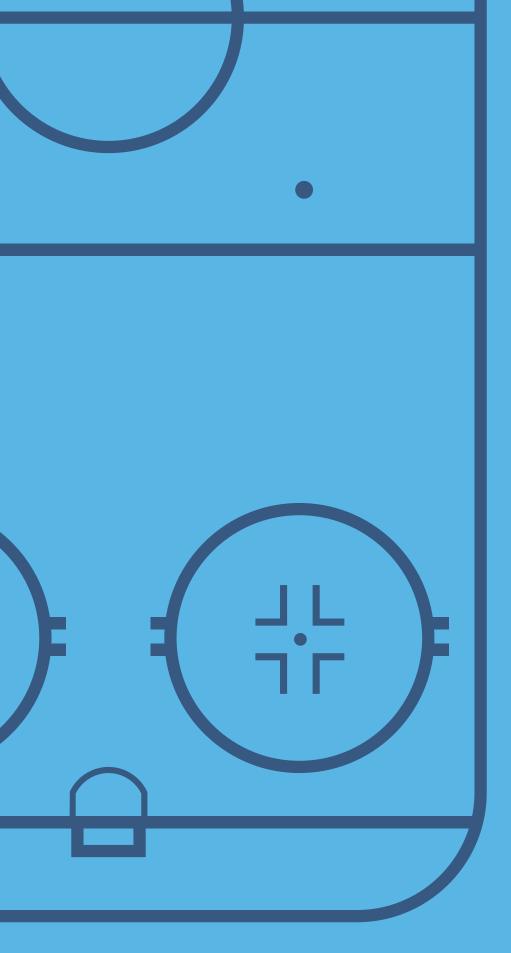
Category	Options	Score	
Development Standards			
	Aligns with long term participant development / physical literacy principles / playing standards of governing body	5	
	Somewhat aligns with long term participant development / physical literacy principles / playing standards of governing body	3	
	Does not align with long term participant development / physical literacy principles / playing standards of governing body	1	

Notes

- 1. **Age:** refers to the primary age group served. If all ages are potentially included in programming to be accommodated as part of the allocation request, select intergenerational.
- 2. **Adapted and Inclusive Sports:** Refers to activities that are modified to allow people with physical and /or cognitive disabilities to participate.
- 3. **Historical Standing:** Refers to the tenure of the organization accessing / renting spaces within the region in good standing.
- 4. **Financial Accessibility / Assistance:** Refers to the existence of support programs to overcome financial barriers potential participants may experience.
- 5. **Development Standards:** Refers to alignment of activity structure with long term participant development and physical literacy principles.









Ice Allocation Policy



Section	Date	By-Law Number	Page	Of
Recreation Services	December 13, 2023	-2023	1	
Subsection	Repeals By-law Number		Policy No.	
	146-20	CS-	1-1	

This Policy governs the equitable assignment and management of indoor ice time within municipally owned arena facilities.

Policy Statement

The Corporation of the City of Kenora is committed to providing ice time usage within municipally owned and operated facilities, giving priority to City of Kenora residents, clubs and affiliates, patrons, and visitors to our facilities, without prejudice, in a fair and equitable manner in collaboration with the community.

Ice Allocation Responsibility

The City of Kenora's Recreation and Culture Services Department has the responsibility to manage the allocation and distribution of ice on an annual basis to reflect population, registration, utilization, and participation patterns, in addition to applying municipal, provincial, and federal directives where required. The Recreation & Culture Services Department is responsible for implementation of the policy as outlined.

Ice Facility Operations

The City of Kenora will responsibly manage ice resources to ensure optimal usage and programming, to reflect Council directives, to minimize risk and operational issues as well as strive for fiscal sustainability through timely and effective infrastructure updates.

On an annual basis, departmental staff will organize a meeting and invite all regular ice user facility stakeholders to review the City's ice practices, hours of operation, ice pad uses and restrictions, facility closures, holiday operating hours, prime and non-prime time hour definitions, and any other issues raised by stakeholders. The results of this meeting will support staff with updating the annual arena operations calendars, ice management schedules, critical dates, tournament/special event, and regular ice allocation schedules.

The policies identified in this document establish and clarify the City's responsibility for ice allocation and administration. The City is committed to the following:

- Managing fiscally responsible ice facility operations;
- 2. Ensuring fair and equitable ice allocation;
- 3. Facilitating new revenue generating opportunities;
- 4. Processing tournament, special event, and seasonal ice permits;
- Advancing fairness, equality and accessibility;
- Promoting special events;
- Providing excellent customer service;

- 8. Promoting healthy living and access to City programs including public skating;
- 9. General administration requirements;
- 10. Enhancing of the quality of life for all citizens; and
- 11. Providing clean and secure facilities.

1.0 Purpose

The purpose of the Ice Allocation Policy is to ensure the service is delivered equitably and in collaboration with the community, and to promote and encourage participation in ice sports and activities to the overall benefit of the community.

To optimize the usage of the City's two arenas through the equitable allocation of ice time to organizations by integrating the principles of Canada's Long-Term Development in Sport and Physical Activity 3.0 model Framework (LTDSPA) into the allocation policy.

With increasing demand on the City's existing facilities, Council and staff are committed to the effective management, allocation, and distribution of ice time within our municipally owned facilities.

The 2022 Parks and Recreation Master Plan identified several recommendations pertaining to ice allocation:

- Review ice allocation and user fee policies for indoor ice arenas in the City to
 ensure equitable access, and balance affordability with cost recover considerations.
 Consideration should be given to the potential of having resident versus nonresident rates.
- 2. Consider differential fees for peak-time use to better align with other municipalities.
- 3. Involve ice user groups in the renewal of the City's ice allocation policy and to identify sustainable fees and charges, service level expectations, and how fee adjustments can be tied to service level improvements.
- 4. Continue to evaluate participation data for all ice user groups to monitor changes in participation by season.

This policy will serve as a framework for the City's ice allocation process. The goal of this policy is to promote and encourage participation in recreational activities to the overall benefit of the community.

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2.0 Definitions

2.1 In this policy, the terms below are defined as follows:

Actual Usage - Original annual requested ice time, minus cancelations and black ice.

Adult - All teams and groups who do not fall under the minor lens, typically ages eighteen and over, with the odd exception for "over aged" players within the organization.

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Black Ice – Ice that is booked by users, and paid for, but not used, resulting in ice that is empty, although it is paid for.

Boards of Education - High School Hockey, and School Ice: A publicly funded school or a "non-profit" school recognized by the Province of Ontario as an educational institution, located in the City of Kenora. School bookings will be administered on a first-come-first-served basis through the Recreation & Culture Services Department. For High School Hockey – A designated convenor will be the point of contact for each high school for hockey allocations (practice & game allocation).

Casual ice time - An ice time which is not available on a weekly basis throughout the full season.

City of Kenora GeneralMunicipal Recreational Programs - The City of Kenora ensures resident access to recreational ice opportunities through municipal recreation programs initiated by and directly, or indirectly, operated by the Recreation & Culture Department. Programs are open to the public (although in some cases, may be targeted at a subset of the public (i.e., seniors, adults, youth). Opportunities include drop-in (no registration) icerelated activities open to the public (although in some cases, programs are targeted to a specific subset of the public (e.g., senior/adult open hockey, shinny hockey and learn to skate). Programs provide low-cost access to recreational opportunities organized through the Recreation & Culture Services Department. Public Skating does not fall within the definition.

City of Kenora Public Skating - All public skating opportunities including open skating

Commercial User - Groups in this category do not meet the criteria to qualify as seasonal clients. Groups are defined as organizations and/or individuals that use ice time occasionally and/or with the intent of generating positive net income.

Equity - Being fair and impartial, equitable practices consider social factors, and recognize that equal opportunities are not <u>fair equal</u> for all parties involved.

Equity Deserving Groups - Communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc.

<u>Events – Events will be defined as any league game, competition, or significant usage of ice time that are viewed as regional, provincial, or national significance.</u>

Equity Level The following criteria make one group more equitable than the other, where for each is satisfied criteria, organizations will be ranked on a 0 – 4 scale:

- 1.—Gender inclusive
- 2.-No try outs necessary.
- 3. Open registration to the community.
- 4.-Involvement in The City of Kenora community program advertisements.

Existing Organization or Group Program Expansion - Requests by an existing organization/group to expand program, due to program registrations, and/or changes to

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governing sports affiliation rules and regulations, which requires additional ice time, or more ice time than the ice entitlement.

Existing Programs – An organization/group was allocated regular ice time in the previous comparable season (i.e., organization was allocated ice time in previous fall/winter season and requests ice time again in the upcoming fall/winter season).

External Games - Local youth partners that involve a team from another community, which participate in a league sanctioned game, playoff, or testing date.

Exhibition Games – All external games that do not fall within league play, schedules are typically agreed upon by all parties.

Gender Equity - The process of allocating resources, programs, and decision making fairly to all genders without any discrimination on the basis of gender and addressing any imbalances in the benefits available to people of different genders. (Source Canadian Women and Sport)

Ice Allocation - The process of providing seasonal ice time usage to patrons.

Internal games - Local youth partners that involve local participants only. Exhibition games, and internal clinics apply to this.

The Long-Term Development Framework (LTD) - A nationally accepted eight stage framework that identifies an appropriate pathway for developing physical literacy across all ages and athletic goals:

- 1. Awareness and First Involvement
- 2. Active Start
- 3. FUNdamentals
- 4. Learn to Train
- 5. Train to Train
- 6. Train to Compete
- 7. Train to Win
- 8. Active for Life

New Opportunity - A new opportunity must satisfy the following criteria:

- No other organization provides the same level of competition for the same age.
- Must be an opportunity that expands current options for city residents, both to participate in and to attend.
- Must follow the long-term development in Sport and Physical Activity Guidelines. For example, a group who requests four practices per week for a high-calibre U9 broomball team would not be following the guidelines.

Normal Operating Hours - Weekly from 6:00 a.m. to 12:00 midnight.

New Programs – An organization/group not allocated regular ice time in the previous comparable season, whose program or services do not directly impede another regular user's business or offerings.

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Occasional User Group - Groups in this category do not meet the criteria of seasonal clients. Groups are defined as organizations and/or individuals that use ice time occasionally. Groups utilizing the ice for the purposes of youth will be charged the applicable youth rate and adult use will be charged the applicable adult rate.

Podium Pathway Typically 12+, The Podium Pathway is about developing high performance athletes capable of winning at the highest levels of international competition, and bringing home medals from Olympic Games, Paralympic Games or World Championships. The stages in the Podium Pathway are as follows: Train to Train, Train to Compete, and Train to Win.

The Podium Pathway is typically seen where participants compete on the provincial or national level. For this definition, the following teams or groups who are classified on the podium pathway:

- 1.-U18, U15, and U13 Rep Teams, including high school sports.
- 2. Skaters who compete on provincial and national levels.
- 3.-Any other sport participant who competes on a provincial or national level.

Regional and Provincial Leagues - Any sanctioned league where organizations compete against other organizations outside of Kenora.

Regular Ice Time - A weekly ice time which is available for the season, for a regularly scheduled sport or recreational use.

Regular Ice User Stakeholders - Any group or organization who has a regular weekly ice time. Yearly tournament hosts, summer ice users, and public opportunity attendees are excluded.

Rep Team –A team who plays against non-residential teams on a regular basis, who hold try-outs. Typical classification would see B, A, AA, and AAA team designation.

Seasonal Client - Seasonal clients use an ice facility on a weekly basis for the entire season and are defined as:

- a) A not-for-profit sports organization with (active) members 80% by residents of Kenora, including the residents of Treaty 3 Indigenous partners.
- b) The primary purpose of the organization is to offer, and involve, individuals in recreational, athletic, or social activities, with numerous teams and open memberships.
- Age of the participant is greater than that which qualifies it as a youth partner organization.
 (Examples of seasonal clients are organized men's/ladies' hockey leagues)

Special Events – Include events of communal, regional, provincial, or national significance with community significance such as competitions.

Statutory Holidays – Any holiday deemed statutory by the City of Kenora.

Tournaments – Tournaments are competitions hosted by recognized City of Kenora youth partner groups. They may include events of regional, provincial, or national significance. Tournaments may also be hosted by adult seasonal clients such as men's or ladies' hockey leagues.

<u>Underserved Populations</u>: <u>Underserved populations are social groups facing marginalization and barriers to accessing essential resources and services, often due to factors like low income, limited literacy, racial/ethnic minority status, or recent migration.</u>

<u>Underserved Opportunities:</u> A situation where a market, community, or group of people has unmet needs or limited access to goods, services, or resources, presenting limited chance for innovation or improvement

Youth — All teams and groups classified as Minor, typically ages eighteen and under, with the odd exception for "over aged" players within the organization.

Youth Recreation Groups – A recreational organization which meets the definition of youth partner organization, with the exception that the organization may exist without a constitution, may not be incorporated, and may not be affiliated or associated with a recognized provincial or national sport governing body, but shall have an elected body of officers and hold an annual general meeting and may be required to provide the City an annual financial statement prepared by an auditor (i.e.: recreational broomball league).

Youth Partner Organization -

- a) A non-profit youth sport organization with a minimum of eighty percent (80%) of the registered players being residents of Kenora including Treaty 3 Indigenous partners. (Refer to Section 6 – Residency Requirement). Exception to this rule is the Kenora U18AAA Thistles who are a regional team.
- b) Will be established providers of quality recreational programs, primarily for youth offering individuals recreational, athletic, and social activities.
- Will be the main provider of its activity in the City of Kenora (if c is dominant then the residency requirement may be waived).
- d) Participants must be 18 years of age or under prior to December 31st of that year's season and/or in the age categories as outlined by the provincial or national governing body. Some partner groups may have limited adult membership (excluding coaches).
- e) Programs intended for youth, will be charged a youth rate. Mixed age competitive ice will be charged an adult rate. If complete teams within an organization consist of players over the age of 20 years, those teams will be considered separately as an adult division of the organization and prioritized separately and will be subject to adult rates.
- f) Must be a member in good standing of an affiliated or governing body. (i.e., Ontario Minor Hockey Association, Ontario Women's' Hockey Association, Ontario Ringette Association, Ontario Speed Skating Association, Skate Canada).
- g) Have a constitution.
- h) Be incorporated.
- i) Have an elected body of officers and hold an annual meeting of members.
- May be required to provide the City an annual financial statement prepared by a Chartered Professional Accountant (CPA).
- Be affiliated with a responsible regional, provincial, or national organization. The choice of organization can be entirely at the discretion of the partner group.

3.0 Guiding Principles

3.1 The Ice Allocation Policy is based on the following principles which should be considered when implementing and/or interpreting the Policy's statements:

- 1. **Access and Equity:** To promote fair and equitable access to ice.
- 2. **Communication**: To ensure all stakeholders are working together towards providing a variety of quality programs and opportunities for residents.
- 3. **Engagement:** To use recreation to unite the community and improve social and physical connections within the Kenora region.
- 4. **Collaboration:** To recognize the importance of partnerships within a community, sport, and recreation, organizations, as well as commercial operations in the delivery of arena-based activities will be considered.
- 5. **Financial Sustainability:** Demonstrate accountability through the efficient use of resources, pursuit of non-municipal funding, and commitment to long-term fiscal responsibility.
- 6. **Health Promotion**: To encourage and facilitate healthy and active lifestyles through diverse programming for all ages, regardless of income, ability, ethnicity, or any other factor.
- 7. **Youth Community Engagement:** To support social and physical connections for youth within our community. In recognition of the role municipal arenas play in the development of youth sport and recreation, special consideration shall be given to accommodating youth activities.
- 8. **Equity and Inclusion:** Parks and recreation opportunities are available to all, regardless of age, gender, ethnicity, or socio-economic status.
- Accessibility: Barriers to participate in recreation opportunities are minimized, be they physical, skill, or awareness related.
- Affordability: Publicly funded recreation opportunities will be affordable, with some being free to access.
- 11. **Viability**: The City will work to optimize the use of recreation spaces, balancing financial requirements (user fees) and social benefit (individual and community).
- Reconciliation: Parks and recreation opportunities support Truth and Reconciliation and are a medium through which understanding and healing can be advanced.
- 13. **Leadership:** Leadership The City embraces its leadership role in the provision of parks and recreation, influencing the strategic direction of all stakeholders building capacity in the service delivery system where possible.

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4.0 Ice Allocations and Distribution Philosophy

Each April, the Recreation & Culture Department will circulate to user groups, a timetable schedule outlining key milestone dates for submission of requests and confirmation dates.

Through this process, the Recreation and Culture Department will develop an ice allocation schedule that best reflects the expressed needs of the users and application of this policy's principles, directives, definitions, and guidelines.

The City of Kenora reserves the right, at its discretion, to reassign ice annually as required and redistribute unassigned ice.

5.0 Ice Allocation User Priority Ranking

The City of Kenora will allocate ice time utilizing the following user priority ranking:

- 1. Municipal programs
- 2. Tournaments /events
- External Games
- 4. Youth(Non-for-Profit Local)
- 5. Adult (Not-for-Profit Local)
- 6. School Boards (Annual Use)
- 7. Casual Users
- 8. Non resident / Commercial
- 1. Kenora U18 AAA regular season and playoff games.
- 2. City of Kenora Public Skating
- 3. Youth Tournaments & Special Events.
- 4. Youth Partner Groups and School Board external games, testing and clinics.
- Youth Partner Podium Pathway internal games and practices, testing, and clinics.
- 6. Youth Partner Organization internal games, practices, testing and clinics.
- Boards of Education (Programs Highschool hockey curriculum/open skate school ice).
- 8.——Adult Tournaments, Special Events and Games that are played against an out-of-town team such as a senior hockey game.
- 9. Exhibition Games
- 10. City of Kenora General Recreational Programs.
- 11. Seasonal Clients (regular seasonal contracts).
- 12. Occasional and Commercial Users.

6.0 Residency Requirements

The City of Kenora recognizes the contributions provided by taxpayers toward the development and operation of recreational ice facilities and has established that residents of the City of Kenora and residents of the surrounding Treaty 3 community will always receive priority over non-residents in the allocation of ice time.

On an annual basis, registration data from the prior season of play shall accompany all ice allocation requests. Registration information must be supplied, in an approved format, by all Youth Partner Groups and Adult Seasonal Clients to the Recreation & Culture Department on/or before April 1 of each year. Registration data must include registrants' full name, and first three postal code characters.

Information collected by the City of Kenora shall be in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and shall be used for the sole purpose of determining and assigning eligible ice time to users.

The City shall accommodate the use of ice by non-residents after resident demand is satisfied. Non-residents will not achieve historical status regarding permit allocation on a year-to-year basis, resulting in following the "New Organization Requesting Regular Ice" process. Non-resident use shall be reviewed on a case-by-case basis.

7.0 Season of Play

The City of Kenora Recreation and Culture Department has adopted the following Seasons of Play:

- 1) Summer Ice Season will be defined as May 1 through to August 31 inclusive; and
- 2) Regular Ice Season will be defined as September 1 through to April 30 inclusive.

The opening of arena facilities when they are normally closed, or beyond established operating hours (as defined by the Ice Allocation Policy), will be considered only if the applicant agrees to pay for the full operational costs for such an opening and pending the availability of staff.

The City will offer annual ice opportunities from August 1st until the end of the Easter weekend in March or April. Requests for earlier or later ice must be made two (2) months in advance of the closure date to extend the ice season. Staff will assess the operating demand to assess the viability of keeping ice in or installing ice earlier in the season.usage for the extended period for installing early, or leaving ice in later than the designated date, and will either approve or decline the request based on if the City can confirm a 50% occupancy rate during the additional time period, and that it does not impede on agreed upon dry pad usage.

Occupancy will be defined as the hours from 8:00 a.m. to 10:00 p.m. for this purpose. All reasonable requests will be reviewed and responded to. Application does not guarantee approval.

8.0 Designation of Ice Time Categories

Ice allocation hours shall be designated and categorized as prime-time and non-prime time by the Recreation & Culture Department based on user demand and ice time availability.

Winter Prime Time Ice shall be defined as:

- 1) 6:00 a.m. to 8:00 a.m. and 4:00 p.m. to 10:00 p.m. (Monday through Friday)
- 2)8:00 a.m. to 10:00 p.m. (Saturday and Sunday)

Winter Non-Prime Time Ice shall be defined as:

- 1) 8:00 a.m. to 4:00 p.m. (Monday through Friday-excluding statutory holidays)
- 2) After 10:00 p.m. (Monday through Friday)
- 3) 6:00 a.m. to 8:00 a.m. and 10:00 p.m. to 12:00 midnight (Saturday and Sunday)

Summer Prime Time Ice shall be defined as:

1) Monday to Sunday, 6:00 a.m. to 12:00 midnight

Summer ice will be made available by the Recreation and Culture Department based on an expressed need by user groups, balanced with the department's annual business plan.

9.0 Definition of Ice Time Hour

The City of Kenora Recreation and Culture Department has adopted the following one-hour block of ice time definition:

A one (1) hour block of ice time shall be defined as fifty (50) minutes of ice time play.
 The remaining ten (10) minutes of time shall be utilized by facility operations staff for ice maintenance purposes.

To maintain the efficient scheduling of maintenance staff, ice resurfacing, and to ensure the accurate communication of ice surface and room assignments to participants, the City

requires that all groups supply ice use schedules and ice resurfacing requirements to the City one (1) month prior to the commencement of the season.

Failure to comply could result in the cancellation of all or some of the permit contract for the remainder of the ice season.

The City reserves the right to accept or modify ice resurfacing requests to ensure the achievement of operational efficiencies and ice surface coordination.

10.0 Classifications of Ice Time Allocation Requests

For ice allocation, requests for ice time from organizations and groups will be classified as "existing," "existing program expansion" or "new."

<u>Limitations for existing programs and groups - Requests can be for no more than 5% of the previous season's actual usage, which is the original requested minus cancelations and black ice, unless the organizing body can confirm an increase in registration trends.</u>

Ice Booking Process: Winter (September 1st to April 30th):

- Ice rental request forms will be available to user groups on May 1st annually.
- Ice Rental Request forms are to be submitted to the Community Program Supervisor by May 15th.
- All block booking and special event dates shall be allocated and confirmed no later than June 15th each year.
- Each user group will be provided with a rental contract detailing their group's approved ice time(s). User groups are required to sign and return the rental contract acknowledging confirmation of their allocated ice time no later than June 30th.
- Cancellations shall be in accordance with the City's Cancellation and Refund Policy.

Ice Booking Process: Summer (May 1st to August 31st):

- f) Ice rental request form will be made available to user groups on March 1st annually.
- g) Request forms are to be completed and submitted to the Community Program Supervisor by April 1st.
- h) All block booking and special event dates shall be allocated and confirmed no later than April 15th each year.
- Each user group will be provided with a rental contract detailing their respective approved ice time(s). User groups are required to sign and return the rental contract acknowledging confirmation of their allocated ice time by April 30th.
- Cancellations are in accordance with Council approved Cancellation and Refund Policy.

Note: Removal from seasonal ice allocation process:

- No ice time shall be scheduled for a new ice season until all outstanding financial commitments have been paid in full.
- Groups who have violated facility rules, and had their ice times revoked in the previous season.
- Insurance not adequately provided.
- Does not meet residency requirements.

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- Does not meet youth partner or youth organization requirements.
- Respectful to staff and facility. The facility is left how it was found after programming. The overall conduct of players, coaches, and teams at the facility during facility rentals.
- Adhere to policies and procedures.

 Utilization of time allocated- does not regularly request cancellation or last minutes cancellation of allocated time. Regular cancellations are classified as two (2) or more cancelations per month on a specific time slot. Formatted: Font: Verdana, 11 pt

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11.0 Ice Time Allocation Process

On an annual basis, the City will develop weekly allotment guidelines that best reflects the expressed needs of the users, in relation to the LTDSPA 3.0 and application of this Policy's directives and guides.

Long Term Development in Sport and Physical Activity Stages Principles
2. Recommended Guidelines from individual sport governing bodies.

Weekly allotment guidelines are used by municipalities to allocate the ice time required to meet the basic requirements for a sport and are expressed through a ratio of ice time per team or number of skaters and differ based on a sport's activity requirement and calibre/level of play. Ice time formulae apply only as a guideline to youth partner organizations and should not be considered a guarantee. (Please refer to appendix A)

- a) Organizations/groups to which the ice allocation guidelines do not apply will be allocated ice time based on the Ice Time Allocation Schedule, availability of ice and user group registrations.
- b) Casual ice time will be made available to organizations/groups based on the availability of ice time.
- Prime time requests will follow priority ranking and satisfaction of weekly allotment quidelinedistributions.
- d) Organizations are responsible for the distribution of ice time to their teams or members.
- e) Allocated hours must be used by the organization/group to which they are assigned, unless otherwise approved by the Department.
- f) No tournaments, special events or expansions to existing programs may be implemented without the prior written approval of the Department.
- g) To aim for equitable use for both municipal arenas, the Community Program Supervisoradministration will equally distribute ice between the Bowman Electric Keewatin Memorial Arena and the Thistle Arena. All groups can be given regular ice in both arenas, with the exception to the Kenora Thistle U18 AAA due to their recognized dressing room in the Thistle Arena.
- g) No youth group shall be assigned ice after 10:00 p.m.
- h) It is at the discretion of each organization to deem the minimum and maximum participants on the ice surface at once. Shared ice options are encouraged to assist with cost of rentals; however, the City will not dictate minimum and maximum requirements for individuals.

Ice Allocation Procedure

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- a) Ice Request Submission: Administration receives ice requests from user groups.
- b) Incorporation of Annual Events: Annual tournaments and special events are added to the schedule.
- c) Preliminary Scheduling: Administration places all requests into the scheduling grid to identify any conflicts and verify compliance with the priority group distribution.
- d) Conflict Resolution: Ice conflicts are first screened based on the priority ranking of the user groups. Higher priority ranking will immediately trump lower rankings. If both groups fall within the same priority ranking, the conflict resolution protocol will be followed.
- e) Equity Assessment and Adjustment: Once all conflicts are resolved, administration will review the priority group distribution. If disparities exist, administration will conduct an Appendix A evaluation on all groups with the latest time slots. Ice time will be reduced for groups scoring the lowest in the evaluation until the priority group distribution is balanced. Only one ice time will be removed from each lowest scoring groups.

12.0 Conflict Resolution

Ice time conflicts may happen from time-to-time. These conflicts will first be discussed within the annual Ice User Group Meeting. If no resolution is achieved in the initial discussion, the affected groups will be brought together for discussion and resolution with the General Manager of Recreation and Culture. Should no resolution be obtained, the decision of the General Manager of Recreation and Culture will be final. Ice conflict resolution will involve considering the following, listed in order, when a decision must be made:

- Municipal Directives and Resolutions of Council
- Overall percentage split in prime time
- Appendix A Evaluation

The preliminary ice allocation schedule will highlight ice time request conflicts (if any). Affected groups will be contacted by the Recreation and Culture Department regarding specific conflicts related to their requests. Each group(s) contacted will be asked to discuss and resolve their conflict. Should no resolution be reached with mediation, the General Manager of Recreation and Culture will function as arbitrator. Each group involved in the ice time request conflict will submit, in writing, rationale for their requirement of the ice time in conflict. Along with this information, if required, consideration will be given to the following factors to guide a final allocation decision in a priority order:

- (i) Degree to which user groups ice time requests have been met, apart from the ice time request conflict.
- (ii) Degree of which appendix A is met for each individual participant.
- (iii) Age range of the user group's participants related to the period of the ice time in conflict, where the younger of the two groups will be awarded the earlier time slot.

If the conflict cannot be resolved in the manner above, the final decision will fall on the General Manager of Recreation and Culture based on equitability level of both groups and their offerings.

13.0 New Organizations Requesting Regular Ice Time

- 13.1. If a new organization requests regular ice time and an existing organization is meeting similar needs in the community, the Department will direct the new group to the existing organization.
- 13.2. A new organization requesting regular ice time must be providing a "New Program."

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- 13.3. Organizations, groups, or individuals requesting regular ice for the first time must submit a request in writing to the General Manager of Recreation and Culture no later than January 1st for the following winter season, and by August 1st for the following summer season.
- 13.4. Recognition and ice allocation will occur once the conditions and criteria outlined in the Ice Allocation Policy are met and if existing users will not be adversely affected by the loss of hours. Displaced to another date or time do not classify as adversely affected. No minor users will be displaced past 10:00PM and will not be required to practice two times in a day to make up for a new user.
- 13.5. To aim for equitable use for both municipal arenas, the Community Program Supervisor will equally distribute ice between the Bowman Electric Keewatin Memorial Arena and the Thistle Arena. All groups can be given regular ice in both arenas, with the exception to the Kenora Thistle U18 AAA due to their recognized dressing room in the Thistle Arena.

The City will use unallocated ice first to meet the needs of a new applicant but reserves the right to reallocate hours from existing users, if warranted as per the priority ranking and Appendix A.

14.0 Management of Tournaments, External Games and Special Event RequestsThe City Recreation & Culture Services Department recognizes the positive effects that tournaments, special events and championships can provide to the community.

To accommodate these events and minimize disruptions to regular programs and league play, the City of Kenora Recreation & Culture Services Department will allocate seasonal ice addressing Tournament and Special Event Requests first.

Existing and new organizations (sports, recreation, non-sports, or other) requesting Tournament and/or Special Event ice time must submit a request in writing to the Recreation & Culture Services Department with dates in accordance with the ice request timelines. (Appendix A)

The Recreation & Culture Services Department will be responsible for effectively managing client requests for tournaments and special events. Based on the previous year's allocation, the Recreation & Culture Services Department, objectively, evaluate tournament and special event ice time requests, based on their past success, impact on the community, impact on departmental operations and existing schedules and resources, and availability of ice.

Individual teams hosting a tournament must return their seasonal ice allocated to them at all arenas for the week prior to the tournament. The turned back ice will be used and offered to groups who are displaced by the tournament, following priority rankings and appendix A guidelines. The City recognizes that some clients may still require hours at arenas during their tournament week to facilitate their seasonal games. The City requires these clients to request, in writing, by the tournament application deadline to keep those regular season hours, with appropriate justification. The City will grant this request, if the justification is warranted, as determined by the Community Programs SupervisorCity administration.

External Games rely on league schedules, the City of Kenora will provide allocated blocks to organizations who take part in regional and provincial leagues. Groups are expected to send these time blocks in and stay within the time frames. Any league game time not used will follow the open ice time process. For any games that are out of the allotted time block, and displace another user group, the team will return 1 practice slot of the groups choosing

per additional game, practice time during the week if it exceeds it recommended weekly ice usage as per appendix A

To equally utilizeing both municipal arenas, the <u>City administrationCommunity Program Supervisor</u> will equally distribute ice between the Bowman Electric Keewatin Memorial Arena and the Thistle Arena. Game requests will be accepted at the arena of choice if pre-allocated ice does not support. All Podium Pathway games will be played on regulation sized ice at the Thistle Arena.

15.0 Ice Time Amendments and Cancellation

All cancellations and amendments will follow policy #CS-1-5, Recreation Cancellation and Refund Policy. <u>Cancelation policy will be reviewed with each group prior to the start of each season</u>.

Black ice/unused booked time will be tracked by city staff through employee checklists, and will be included in evaluation of yearly requests. Groups who average two (2) or more black ice time slots per month from the start of the season will have this slot removed from their previous seasons actual usage.

In the event of a cancelled external game or tournament, where a team has taken the weekly allocated ice time of other group(s) due to the priority ranking, the group(s) who had ice taken will have the ability to reschedule normal ice times during these hours. If groups decline, ice will be offered as per the open ice time process.

16.0 General Administration

16.1 Insurance Requirements for All Youth Partner Groups and Adult Seasonal Clients

Organizations/groups shall, at all times during which they are allocated ice time in the City of Kenora arena facilities, arrange, pay for and keep in force and in effect Comprehensive General Liability Insurance on an "occurrence" basis including personal injury, bodily injury and property damage protecting the Corporation of the City of Kenora, its elected Members of Council, its employees, agents and contractors (hereinafter "Released Persons") and the organization against all claims for damage or injury including death to any person or persons, and for damage to any property of the Released Persons or any public or private property, howsoever caused including damage or loss by theft, malicious damage, or any other loss for which the released persons or the organization may become liable resulting from the organization's use of ice time in City of Kenora municipally owned arena facilities.

Such policy shall be written with an inclusive limit of not less than the amount of five million dollars (\$5,000,000) or shall contain a cross liability clause, a severability of interest clause, and shall be primary without calling into contribution any other insurance available to the Released Persons as additional insured parties.

16.2 Ice Rental Agreement

An ice rental permit(s) will be issued for all contracted ice within City of Kenora facilities.

The permit will be accompanied by the guiding rules and regulations (which may be amended from time to time) that will dictate the governance of conduct both on ice and in the facility. Failure to adhere to these regulations may result in permit cancellation.

Signing of Agreement – No person under the age of eighteen shall be the signing authority of the ice rental agreements. The individuals who use the facility will conduct the behaviour in a positive fashion and be under the immediate supervision and control of the individual who undertakes the responsibility to rent the ice surface.

The person(s) signing the ice rental agreement accepts the applicable responsibility of communicating these terms to all persons involved with the user an / or user's guests or opponents (if applicable).

The persons signing on behalf of the team / organization be confirmed authorized signing officers for said team / organization.

Failure to abide by the agreed stipulations as verified by the following signatories may result in forfeiting current and or future ice rentals with the City of Kenora.

16.3 Dressing Room Assignment

Dressing rooms will be provided a minimum of thirty (30) minutes prior to the rental time and shall be vacated within thirty (30) minutes after rental. If rooms are not vacated within thirty (30) minutes, additional charges may be applied.

Dressing room assignments are at the discretion of the recreation personnel. If special arrangements are required, a request should be forwarded to the Community Program Supervisor.

Dressing room keys will be left in the dressing room. It is the user's responsibility to lock the dressing room.

Dressing rooms are to be left in the same condition as it was provided. The assistance of the user groups is appreciated.

Alcoholic beverages are not permitted by ice users in the facility, unless licensed by an approved liquor license.

17.0 Promotion of the Policy

- The Municipal Ice Allocation Policy will be identified and accessible electronically via the City of Kenora website.
- b) The Municipal Ice Allocation Policy will be incorporated into the Recreation & Culture Services Department (RCS) Municipal Policies & Procedures Manual which is part of the City's Comprehensive Policy Manual.
- c) All relevant City of Kenora Recreation and Culture Services staff will be made aware of and provided access to a copy of the Municipal Ice Allocation Policy.

18.0 Monitor and Reviewing of the Policy

The Municipal Ice Allocation Policy shall be reviewed every five years by the Recreation and Culture Department and make any recommendations for amendments to Council for adoption.

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Appendix A

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Scoring Matrix

The Scoring Matrix is a tool for conflict resolution to rank competing allocation requests for space. The organization with the highest cumulative score (maximum score of 30 points) in all categories will be given allocation priority.

Category	<u>Options</u>	Score
Age		
	Child / Youth (18 years and younger)	<u>5</u>
	Adult	<u>4</u>
	Intergenerational	4
	Older Adult (65 years and older)	<u>3</u>
Opportunity Div	versity	
	Activity / program provides underserved	<u>5</u>
	opportunity desired in the City based on proven	
	market demand (community survey, known activity trends)	
	Activity / program provides underserved	2
	opportunity desired in the City	
	Activity / program already exists in the City	1
Organization St	ructure	
	Not for profit	<u>5</u>
	School	<u>3</u>
	<u>For profit</u>	1
Adapted and In	clusive Programs	
	Programming is adaptable and / or inclusive for underserved populations	<u>5</u>
	Some programming is adaptable and / or inclusive for underserved populations	3
	No elements of the programming is adaptable; nor is the programming serving underserved populations	1
Financial Acces	ssibility / Assistance	
	Low or no cost programs / Assistance available for participants	<u>5</u>
	No low-cost programs / assistance not available	1
Development S	<u>standards</u>	
	Aligns with long term participant development / physical literacy principles / playing standards of governing body	<u>5</u>

Somewhat aligns with long term participant	<u>3</u>
development / physical literacy principles / playing	
standards of governing body	
Does not align with long term participant	1
development / physical literacy principles / playing	
standards of governing body	

Notes

- 1. Age: refers to the primary age group served. If all ages are potentially included in programming to be accommodated as part of the allocation request, select intergenerational.
- 2. Adapted and Inclusive Sports: Refers to activities that are modified to allow people with physical and /or cognitive disabilities to participate.
- 3. Historical Standing: Refers to the tenure of the organization accessing / renting spaces within the region in good standing.
- 4. Financial Accessibility / Assistance: Refers to the existence of support programs to overcome financial barriers potential participants may experience.
- 5. Development Standards: Refers to alignment of activity structure with long term participant development and physical literacy principles.

Weekly Allotment Guidelines Based on the Stages of Long-Term Athlete Development

Taking into consideration the difference between individual sport models, the City will attempt to evenly distribute ice time in relation to stage in sport and number of athletes in each sport organization versus individual sport.

All recommendations are based on ice usage per sport/per user. For example, for those who figure skate and play hockey, the total of each sport will be assessed and not the total number between the two.

To ensure efficient opportunity, splitting of ice as per the recommendation of sport governing bodies are suggested to user groups, to allow for efficient allocation.

Team/Group A, with a level 10 priority requests ice from 9:00 p.m. to 10:00 p.m. on Wednesday nights. The submitted roster demonstrates that 20 of the 24 members participate at another time throughout the week with level 9 priority teams. Team/Group B, with a level 10 priority requests 9:00 p.m. to 10:00 p.m. on Wednesday nights, and has 15 members, but all 15 only participate with this group.

Allocated Ice: Group A receives ice in other arenas if available or would have to accept ice on another night or later hour. Group B receives requested ice due to members only participating on this one day.

For this m, the average age of the group or team as of December 31st will be the determining factor of which classification of the LTDSPA3.0 it falls within.

Active Start: Ages 0 5.

-- Recommend 1 hour per week

Example: The skating club has 24 learn to skate participants from ages 3 to 5. This group will be allotted one hour per group.

Fundamentals: Ages 6 to 8 years of age for boys, and 6 to 8 for girls.

-- Recommend 2 hours per week.

Learn to Train: Ages 9 to 11.

-- Recommend 3 hours per week.

Train to Train: Ages 12 to 14.

- -- Podium Pathway Recommended: 66% of 6 hours per week = 4 Hours.
- Non Podium Pathway Recommended (Complimentary sport): 33% of 6 hours per week = 2 Hours

Train to Compete: Ages 15+, who fall within the Podium Pathway.

- Recommended 8 Hours.

Active For Life: Any group who does not fall within the podium pathway, typically recreational local programs Ages 15+.

---Recommended 1 hour per week per participant.

Public Skating: Minimum 1 hour primetime public skating in both Thistle arena and Bowman Electric Keewatin Memorial Arena.

Open Hockey: Minimum 2 hours per week.

No Distinguishment Between Groups: In the event of two groups falling within the same priority level, request ice at the same times, with similar participant levels (within 5 participants), the ice will be split, with one group receiving priority from October to December and the other will receive the desired ice time from January until March.

The City of Kenora recognizes that due to demand, groups will not always be able to train on ice as much as recommended, ice times will be based on an equal percentage of groups participants in relation to their recommended allotment.

Prime Time Ice: Primetime ice will be split evenly among Youth Partner Organizations in relation to their requests and their recommended ice allotment. No organizational groups will have 0% allotment. Staff will ensure that all groups are relatively close in their percentage of prime time and non-primetime in relation to their ask.

Example:

- Group A requests 8 hours, three, 2 hour practices at 8:00 p.m. on Monday Wednesday and Friday, and one 6:00 a.m. to 8:00 a.m. Thursday practice.
- Group B requests 4 hours, one 2 hour slot on Mondays at 8:00 p.m., and one practice 6:00 a.m. to 8:00 a.m. on Tuesdays.

Allocated Ice:

 Group A receives: Wednesday, Thursday Morning and Friday ice time. Review other requests to see if another 8:00 p.m. slot is available, if not, change to a non prime time slot.

- Group B receives: all asked due to percentage of prime time received.	



March 28, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Janis Pochailo, Director of Planning and Building Services

Re: Amendment to the Terms of Reference for the Committee of Adjustment and Property Standards Committee

Recommendation:

That as recommended by the Planning Advisory Committee Council hereby approves the Terms of Reference and Rules of Order and Procedure for the City of Kenora Committee of Adjustment and Property Standards Committee; and further

That Council delegate authority for the Approval of Plans of Subdivision and Condominium to the Director of Planning and Building Services; and further

That three readings be given to two bylaws for these purposes; and further

That by-law number 77-2016 and 74-2021 be hereby repealed.

Background:

By-law 74-2021 is a By-law to establish Terms of Reference and Rules of Order and Procedure for the City of Kenora Planning Advisory Committee. This review revealed several procedural challenges as well as inconsistencies with By-law 77-2016 being a By-law for Consent, Subdivision and Condominium delegation and approval under the *Planning Act*.

Proposed changes include:

1. Removal of PAC responsibility to make Council recommendations for Zoning By-law and Official Plan Amendments

The Planning Advisory Committee (PAC) is currently responsible for conducting an open house and providing recommendations to Council on Zoning By-law and Official Plan amendments. The open house is conducted as a formal Public Meeting. The applicant and planning staff present reports, and the public provides written and/or verbal input. PAC considers the information presented and provides a written recommendation to Council.

The following issues have been identified with the current process:

- The procedure is very formal and there are limited opportunities for the public to ask questions;
- Planning staff prepare their report without the benefit of public input;
- extra time is added to the process;

 PAC members do not necessarily have expertise in urban planning, architecture, engineering, or land use so their recommendations may be contrary to the recommendations of the City's professional planners.

It is therefore recommended that the Planning and Building Department conducts a traditional open house, as deemed appropriate (under the Planning Act, an open house is optional for zoning or official plan amendments) and present their recommendations directly to Council at a Public Meeting. PAC would be renamed as the City of Kenora Committee of Adjustment and Property Standards Committee.

2. Delegate the Approval of Plans of Subdivision and Condominium to the Director of Planning and Building Services

By-law number 77-2016 delegates this authority to the City Planner and in their absence the Associate Planner. Despite this, By-law number 74-2021, the PAC Terms of Reference, includes direction for PAC on what to consider when making decisions on subdivisions and condominiums. This contradiction needs to be corrected.

The Planning Act permits Council to delegate the power to approve or refuse a draft plan of subdivision to a staff member, such as the Director of Planning and Building Services, or another designated official. This delegation streamlines the approval process for simple or straightforward subdivisions that don't require extensive public consultation or complex decision-making, but it does not automatically remove the Council's involvement. If, based on the complexity, scale, or nature of the application, a public hearing is required (for example, due to significant community impact or policy changes), the staff member may refer the matter back to Council for review. When this happens, the final decision rests with Council. This is because the Council is responsible for ensuring that public input and consultation are considered before making a final decision.

A Committee of Adjustment (COA) is generally responsible for handling applications for minor variances, consent severances, and other zoning-related matters. The COA does not typically have the authority to approve or refuse draft plans of subdivision because subdivisions are larger-scale developments that often require comprehensive planning and public consultation.

At present the City does not have a position with the title 'City Planner.' Therefore, it is recommended that By-law 77-2016 be amended, Council delegating the approval of Plans of Subdivision and Condominiums to the Director of Planning and Building Services and remove reference to these responsibilities from the COA terms of reference.

3. Clarify the procedures for the consideration of amended applications

It is common practice for applicants to propose revisions to their application when, through the Public Meeting, they become aware of a public concern that could be addressed by an amendment. Procedures for amended application are not currently addressed in the PAC Terms of Reference. It is recommended that the City adopt the same procedure as the Ontario Land Tribunal as follows:

The Committee may consider an amended application for a consent or variance after the statutory public meeting. The Committee will determine whether the amended application addresses concerns raised in the statutory public meeting. If it lessens the impacts of concerns raised by the public or public agencies at the statutory public meeting, the Committee may proceed to render its decision without further public notice and circulation of materials. If the amended application does not address or

increases the impacts of concerns raised by the public or public agencies at the statutory meeting, the Committee will issue fresh notice and circulate the amended application materials for a further public meeting prior to deliberating on and rendering a decision.

4. Various housekeeping changes to both by-laws to eliminate duplication, make corrections, and clarify current processes.

Budget: There are no budget considerations for these by-laws.

Risk Analysis: There is a minimal risk associated with these by-laws. Both by-laws were drafted by legal counsel for compliance with the *Planning Act, Municipal Act,* and *Building Code Act*. The proposed changes clarify and streamline processes. They also ensure that Council continues to be responsible for complex subdivision and condominium approvals.

The Planning Advisory Committee reviewed and provided input on the proposed changes to the PAC Terms of Reference and passed a resolution to recommend the amended Terms of Reference and Rules of Order and Procedure for the City of Kenora Committee of Adjustment and Property Standards Committee; and further support the delegation of Approval of Plans of Subdivision and Condominium to the Director of Planning and Building Services. Link to PAC meeting: https://youtu.be/GeLzIZSQoxI

Communication Plan/Notice By-law Requirements: Notice of by-laws must be provided through the Council Agenda.

Strategic Plan:

Goal 4.1 Modernize City service provision to improve customer experience.

Other Guiding Documents:

The Planning Act and The Building Code Act.



The Corporation of the City of Kenora

PLANNING ADVISORY COMMITTEE MEETING RESOLUTION

MOVED BY: Keric Funk

SECONDED BY: Andrea Campbell DATE: March 28, 2025

RESOLVED THAT the **PLANNING ADVISORY COMMITTEE** as established under By-law 74-2021 recommends an amended Terms of Reference and Rules of Order and Procedure for the City of Kenora Committee of Adjustment and Property Standards Committee; and further supports the delegation of Approval of Plans of Subdivision and Condominium to the Director of Planning and Building Services.

DI\	ISION OF RECORDED	CARRIED √ DEFEATED		
Declaration of Interest (*)	NAME OF PLANNING MEMBER	YEAS	NAYS	
	Bulman, Robert			
	Campbell, Andrea	√		
	Funk, Kerik	√		
	Mitchell, Linda			A/CHAIR, Renée Robert
	Price, Christopher	√		
	Rickaby, Tara			
	Robert, Renée YM	√		

The Corporation of the City of Kenora

В	y-law	Number	

A By-law for Delegation of Council Authority for approval of Plans of Subdivision and Condominium under the Planning Act, R.S.O., 1990, c.P.13

Whereas subsection 51(7) of the *Planning Act, R.S.O. 1990, c. P.13* ("Act") and O.Reg. 353/02 deem Council of The Corporation of the City of Kenora as the approval authority for plans of subdivision;

Whereas subsection 51.2(1) of the Act provides that Council may by by-law delegate its approval authority in this regard to an appointed officer identified in the by-law, either by name or position occupied; and

Whereas Council has deemed it advisable to delegate this authority to the Director of Planning;

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

Part 1 DEFINITIONS

1.1 Definitions

In this by-law:

City - defined

"City" shall mean The Corporation of the City of Kenora.

Plan(s) - defined

"Plan(s)" shall mean draft and final plans of subdivision or plans of condominium.

Director of Planning and Building Services - defined

"Director of Planning and Building Services" shall mean the person hired and appointed to that role by Council.

Part 2 DELEGATION OF APPROVAL AUTHORITY

2.1 Approval Authority - Director of Planning- General Powers

Upon the coming into force of this By-law, the Director of Planning and Building Services has all powers and rights in respect of the approval of Plans as required by the Act and the *Condominium Act*, S.O. 1998, c.19 for registration, and the Director of Planning and Building Services shall be responsible for all matters pertaining thereto, subject always to the terms and limitations of this by-law, the Act and the Condominium Act and in exercising such authority may affix his or her signature as required to all documents and Plans arising from or connected with the operation of this By-law.

2.2Approval Authority – Director of Planning and Building Services - Specific Powers

Council hereby delegates to the Director of Planning and Building Services the authority:

- a) to determine whether or not an application made in respect of a draft Plan is complete and if determined to be incomplete, to refuse to accept it and return it to the applicant, detailing the outstanding information required;
- b) to determine whether or not a draft Plan is or is not required to be circulated for comments to any persons or public interest agencies and to circulate same pursuant to section 51(23) of the Act, while ensuring notice to the required persons and agencies per O.Reg. 544/06;
- c) to determine whether or not a draft Plan is required to be referred to Council for the purpose of holding a public meeting;
- d) to extend time limits for the receipt of comments from the persons or public interest agencies which received the draft Plan, pursuant to s. 51(33) of the Act;
- e) to exempt a proposed Plan from approval in accordance with section 9(7) of the Condominium Act;
- f) to sign a proposed Plan and issue letters of approval with or without conditions pursuant to s.51(25) and (31) of the Act;
- g) to enter into negotiations/dispute resolution with those parties involved in a draft Plan or conditions thereof, which has not or has been referred to the Ontario Land Tribunal, in an attempt to resolve the issues and avoid a Tribunal hearing, pursuant to 51(49.1) of the Act;
- h) to sign a final Plan for the purpose of indicating the final approval of the Plan and the acceptability of the Plan and any related agreements for registration pursuant to s.51(26) of the Act;
- i) to grant extensions of time for draft approval of a Plan;
- j) to resume and finalize consideration of the proposed Plan where a Plan has been appealed to the Ontario Land Tribunal pursuant to section 51 of the Act and the Tribunal has assigned responsibilities back to the Director of Planning and Building Services to make a decision on compliance with the final decision of the Tribunal;

Part 3

DELEGATION OF AUTHORITY

3.1 Approval Authority – plans of subdivision and condominium - annexed lands included

The approval authority given in Parts 2 and 3 of this By-law as it relates to a Plan applies to lands in the City as they existed on January 1, 2000.

Part 4

FORCE AND EFFECT

- 4.1 By-law 77-2016 is hereby repealed.
- 4.2 That this By-law shall take effect and come into force from and after the final passing thereof.

By-law Read a First and Second Time this day of , 2025

By-law Read a Third and Final Time this day of , 2025

The Corporation of the City of Kenora:
Andrew Poirier, Mayor

Heather Pihulak, City Clerk

The Corporation of the City of Kenora

В	/-law	Number	_

A By-law to establish Terms of Reference and Rules of Order and Procedure for the City of Kenora Committee of Adjustment and Property Standards Appeal Committee

Whereas Sections 5, 44 and 54 of the *Planning Act*, R.S.O. 1990, c.P.13, as amended, authorize a council of a municipality to constitute and appoint a Committee of Adjustment for the municipality to address Applications for variances and consents to sever;

Whereas Council deems it advisable to constitute and appoint a Committee of Adjustment;

Whereas Section 15.6(1) of the *Building Code Act, 1992*, S.O. 1992, c.23, as amended, requires that a Property Standards By- Law provide for the establishment of a Property Standards Appeal Committee;

Whereas Council deems it advisable and expedient to appoint the Committee of Adjustment as the Property Standards Appeal Committee to which Council has designated such responsibility;

Whereas Council deems it advisable to dismantle its discretionary Planning Advisory Committee; and

Whereas the procedures of the Committee of Adjustment and Property Standards Appeal Committee must comply with the requirements of the *Planning Act* and the *Building Code Act*, respectively;

Now Therefore the Council of the Corporation of the City of Kenora hereby enacts as follows:

- 1. That Council decommission its discretionary Planning Advisory Committee;
- 2. That Council delegates its consent and variance granting authority as well as its Property Standards Appeal authority to the Committee of Adjustment, acting as the Property Standards Appeal Committee;
- 3. That the responsibilities, duties and procedures of the Committee of Adjustment shall be established in accordance with Schedule "A" attached hereto and forming part of this by-law;

4.	That this By-law	shall	come	into	force	and	take	effect	upon	the	date	of	its
	passing; and												

5. That By-law Number 74-2021 be and is hereby reg	repealed
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By-law Read a First and Second Time this	day of	, 2025
By-law Read a Third and Final Time this	day of	, 2025
The Corporation	of the Ci	ty of Kenora:
	Andrew P	oirier, Mayor
	har Dibul:	ak. City Clerk

SCHEDULE "A"

To By-law Number
City of Kenora Committee of Adjustment and Property Standards Appea
Committee

1.0 Establishment. Authority and Purpose

- 1.1 The purpose of the City of Kenora Committee of Adjustment and Property Standards Appeal Committee is to oversee land use development and Property Standards order Appeals for the City of Kenora. In doing so, the Committee must meet the procedural obligations of the *Planning Act*, *Building Code Act* and this By-law.
- 1.2 The Committee of Adjustment and Property Standards Appeal Committee may only consider oral or written submissions received prior to and during its statutory public meetings, which are presented to the Committee at the statutory public meeting for its consideration and use in reaching a decision.
- 1.3 Council is precluded by s.14.1 of the *Municipal Act, 2001* from interfering in decisions of the Committee of Adjustment or the Appeal decisions of the Property Standards Appeal Committee. Dissatisfied applicants and members of the public must address remaining concerns on Appeal to the Ontario Land Tribunal or a court of law, as applicable.
- 1.4 The Committee is also responsible to respect the *Municipal Act,* 2001 closed meeting provisions, the *Municipal Conflict of Interest Act* and the *Municipal Freedom of Information and Protection of Privacy Act*.
- 1.5 Any conflict between the procedural or substantive requirements of the *Planning Act* and *Building Code Act* with these Rules of procedure or a decision of the Committee are resolved in favour of the provision in the special Act.

2.0 Roles and Responsibilities

The Committee is quasi-judicial Committee of Council, which:

- 2.1 Receives, processes and makes decisions on Applications for:
 - Variances from the permissions and restrictions of the Zoning Bylaw.

- Consents to sever a parcel of land and related certificates of validation.
- Appeals from Property Standards Orders.
- 2.2 Carries out site inspections of subject properties as deemed necessary by the Committee.
- 2.3 Maintains close liaison with the Planning and Building Services Department of the City of Kenora.

2.4 The Chair shall:

- Be appointed by the other Members of the Committee.
- Preside at all Committee meetings and hearings.
- Provide guidance and leadership to the Committee on procedural requirements of its hearings.
- Enforce on all occasions the conduct of the Members and the public.
- Control delegation protocol and process during hearings and meetings.
- Preserve order and decorum and decide questions of order, subject to an appeal to the Committee by a Member.

2.5 The Vice Chair shall:

- Be appointed by the other Members of the Committee.
- Act in the Chair's absence, assuming the Chair's roles and responsibilities for any meeting or hearing.
- Should the Vice-Chair also be unavailable for a meeting or hearing, the remaining Members will appoint a Chair at the outset of the meeting, should they have quorum to proceed.

2.6 All Members shall:

- Review Applications and Appeal documents sent to them in advance of the meeting or hearing.
- Visit the site of an Application or Appeal prior to the meeting or hearing, as directed by the Committee.
- Attend Committee meetings and hearings.
- Consider applicant, authorized representative, Planning and Building Services Department and public submissions, regarding the Application or Appeal, as presented in the meeting or hearing.
- Make written decisions on Applications and Appeals in the public meeting upon the permitted information presented and with required reasons.

- Contribute time, knowledge, skill and expertise to the fulfillment of the Committee's mandate.
- Declare where a pecuniary interest or possible pecuniary interest exists for purposes of the *Municipal Conflict of Interest Act* and not discuss, influence or vote on any matter in which they have declared such a pecuniary interest.
- 2.7 All members of the public shall respect the decorum of the Committee meetings and hearings and shall refrain from public outbursts shouting or behavior intended to disrupt the debate discussion and or general proceedings of the Committee. The Chair may request that a member of the public vacate the meeting room if their behavior is deemed to be disruptive to the business at hand. The Chair may unilaterally suspend the meeting until order is restored in the meeting room.
- 2.8 Committees of Adjustment operate on a "quasi-judicial" basis, meaning "like a court of law" only in a less formal setting. This means that Committee members are under an obligation to hear and consider all available evidence when rendering a decision.

3.0 Membership

- 3.1 The Committee shall be comprised of five (5) to seven (7) Members appointed by resolution of the City of Kenora.
- 3.2 The Members appointed to the Committee shall be members of the public and residents of the City of Kenora.
- 3.3 To support delivery of the Committee's mandate, preference may be given to persons with general knowledge of land use planning matters, including planning legislation, concepts or processes.

4.0 Term of Office

- 4.1 Members of the Committee shall hold office for the term of the Council that appointed them, unless they are a Member of Council in which case they are appointed for one (1) year.
- 4.2 Members of the Committee shall hold office until their successors are appointed and are eligible for reappointment, and where a Member ceases to be a Member before the expiration of his or her term, the Council shall appoint another eligible person for the unexpired portion of their term.
- 4.3 The advertising of vacancies and appointments to the Committee will be in accordance with the policies adopted by Council from time to time.

4.4 Retiring Members will receive a letter of appreciation on behalf of the Mayor and Council at the end of their term if they are not reappointed, or if they voluntarily retire from their position on the Committee.

5.0 Quorum

- Quorum for the Committee of five (5) or seven (7) Members is three (3) for variance Applications and four (4) for consent Applications and Property Standards order Appeals.
- 5.2 Only a majority of Members, establishing quorum or more, can render a binding decision on any Application or an Appeal.
- 5.3 A tie vote will require a change in vote or a majority vote upon an amended motion put forward to the Members for a decision.
- 5.4 A vacancy in the Membership or the absence or inability of a Member to act does not impair the powers of the Committee or of the remaining Members.

6.0 Officers of the Committee

- 6.1 The Chairperson, Vice-Chair and other positions shall be elected annually from the Membership of the Committee.
- 6.2 The Secretary-Treasurer of the Committee shall be an employee of the City of Kenora. Appointment of the Secretary-Treasurer shall be made by the Committee.
- 6.3 The Deputy Secretary-Treasurer shall be an employee of the City of Kenora. Appointment of the Deputy Secretary-Treasurer shall be made by the Committee.
- 6.4 The Chairperson, or Vice-Chair in their absence, shall act as liaison with the Planning and Building Services Department.
- 6.5 A list of appointments of the Committee (Chairman, Vice-Chair, Secretary-Treasurer) shall be provided to City Council annually.

7.0 Meetings

7.1 The Committee shall meet monthly, on a day and time to be determined by the Committee, or more often at the call of the Chairperson. The schedule of the monthly meetings shall be established by the Members at the first regular meeting of the Committee, annually.

- 7.2 Special meetings may be called, if an applicant has provided the appropriate fee, or as required in the case of a Property Standards Appeal, if all statutory notice timelines and other requirements are met.
- 7.3 All meetings shall be open to the public and no person shall be excluded except for improper conduct.
- 7.4 Members of the public, the applicant, the Planning and Building Services Department and any authorized agents thereof may present at the statutory meeting for consents and variances, and be present during any Application decision deliberations with the exception of those items which may be discussed by the Committee and Planning and Building Services Department in closed session in accordance with Section 239 of the *Municipal Act, 2001*.
- 7.5 The appellant and the City and any authorized representatives thereof may present on an Appeal of a Property Standards order and be present during any Committee decision deliberations, with the exception of items which may be discussed by the Committee and Planning and Building Services Department in closed session in accordance with Section 239 of the *Municipal Act, 2001*.
- 7.6 The Committee cannot consider submissions of the applicant, the public or any authorized representatives provided after the time for submissions in the statutory public meeting or Appeal hearing.
- 7.7 The Committee may consider an amended Application for a consent or variance after hearing from the public in the statutory public meeting. The Committee will determine, by motion as per section 11.0, whether the amended Application addresses public concerns raised in the statutory public meeting. If it lessens the impacts of concerns raised by the public or public agencies at the statutory public meeting, the Committee may proceed to render its decision without further public notice and circulation of materials. If the amended Application does not address or increases the impacts of concerns raised by the public or public agencies at the statutory meeting, the Committee will issue fresh notice and circulate the amended Application materials for a further public meeting prior to deliberating and rendering a decision.
- 7.8 Members of the Committee who are unable to attend the regular monthly meeting are required to report their absences to the Secretary-Treasurer and Chair. If three (3) Committee meetings in a row are missed, Council may revoke the Member's appointment in its discretion.

8.0 Electronic Participation by Members

- 8.1 Participation in Committee meetings by electronic means is permitted under the following conditions:
 - The Secretary-Treasurer has the sole discretion to determine the electronic means of participation of requesting Members.
 - All meeting facilities must enable the meeting participants and the public to hear and or watch and hear, each other.
 - Members wishing to attend a meeting electronically shall provide a
 written request to the Secretary-Treasurer one (1) week in advance
 of the scheduled meeting or, in the circumstance of a Special
 Meeting, when the Special Meeting Agenda is distributed.
 - There is no limit on the number of meetings that Members may attend remotely.
 - Members attending electronically may not have full visual access to all portions of the meeting including presentations, deputations and materials presented in person at the meeting. The Secretary-Treasurer will circulate such documents before and following the meeting as may be required to ensure a fair process.
 - Members must connect electronically to the meeting no later than 10 minutes prior to the commencement of the meeting to allow the Secretary-Treasurer ample time to ensure connectivity and advance preparation of the meeting.
 - Members attending electronically must advise Members of the Committee if they need to disconnect from the meeting for any reason at any time by indicating to the Chair of their departure. The Secretary-Treasurer shall record in the minutes the time the Member left the meeting. In the event connection is lost during any meeting, the Member shall attempt to reconnect to the meeting without disruption to the meeting. In the event a reconnection does not occur the Member attending electronically shall be considered to have left the meeting at the point of disconnection.
 - The Member shall be allowed to vote, and their vote will be required to be verbally announced. The Chair shall recognize electronic participants by requesting a verbal 'aye or nay' vote in the event of voice attendance only, or a raised hand in the event of visual attendance. This shall be followed at the end of the vote of Members in attendance. Members attending electronically need to ensure they address the Chair by vocalizing their request for discussion prior to the vote called.

- Members are responsible for ensuring there is no background noise at their location that would interfere with the meeting. Audio should be muted at all times except for when addressing meeting attendees.
- Members must adhere to the Code of Conduct in this bylaw when attending in an electronic format and all decorum and rules apply while attending remotely.

9.0 Special Electronic Meetings

- 9.1 Members may, where deemed necessary by the Secretary-Treasurer, meet in an electronic format for the purposes of conducting the business of the Committee.
- 9.2 Under this provision, Members may participate in both open and closed sessions in the electronic format and, where possible, the Chair and Secretary-Treasurer be present in the meeting room identified while all other Members may attend remotely. It is permitted, when deemed necessary by the Secretary-Treasurer, for all Members to participate remotely.
- 9.3 Members participating electronically count towards quorum and are permitted to vote.
- 9.4 Meetings held under this provision are required to follow existing meeting rules including provision of notice of meetings to the public, maintaining meeting minutes and, subject to certain exceptions, that meetings continue to be open to the public.

10.0 Code of Conduct and Privacy

Municipal Conflict of Interest Act

Committee Members may have a pecuniary interest conflict in participating in decision-making on matters before it.

- 10.1 Where a Member, either on their own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a Committee meeting or Appeal hearing at which the matter is considered, the Member:
 - Shall prior to any consideration of the matter, disclose the interest and the general nature thereof.
 - Shall not take part in the discussion of or vote upon any question in respect of the matter.
 - Shall not attempt in any way before, during or after the meeting or hearing to influence the voting on any such question.

- Shall leave the room and remain absent from it at all times during consideration of the matter.
- 10.2 If a Member's pecuniary interest has not been disclosed due to their absence from the hearing, the Member shall disclose the pecuniary interest and comply with the requirements listed above at the first Committee meeting attended by the Member after the matter was considered.
- 10.3 Every declaration of pecuniary interest and the general nature thereof shall be recorded in the minutes of the meeting by the Secretary-Treasurer of the Committee.

Municipal Freedom of Information and Protection of Privacy Act

10.4 Members will act to protect the privacy of individuals with respect to personal information contained in Applications and Appeals circulated to the Committee and to ensure that personal information is used solely for the processing of the Application or Appeal.

11.0 Voting

- 11.1 For variances or consents, the City Planner or their designate will make a report with a recommendation to the Committee and that recommendation shall form the motion before the Committee.
- 11.2 The Secretary-Treasurer will call for discussion/questions on the report and motion presented and, once concluded, a Member shall read the motion before the Committee. The Chair shall then call for the vote on the motion before it.
- 11.3 At the time the vote is called, Members may call for an amendment to the motion through the Chair. The Member must have a seconder for the motion to amend for it to proceed. Otherwise, the motion on the floor is then voted upon. If the amendment is seconded, Members must vote on the amendment first.
- 11.4 Debate is limited to the Chair calling for discussion/questions once the matter has been presented. Members must then raise their hand to indicate they have questions/discussion. If no Member indicates a need for discussion, the Chair shall call for the motion as included in the planning report, or as amended, per Section 11.3, to be voted upon.
- 11.5 The manner of determining the decision of the Committee on a motion shall be at the discretion of the Chairperson and is done by way of a show of hands, standing or otherwise, by a quorum of the Committee per section 5.

- 11.6 All Members present are required to vote when a motion or amended motion is put forth, unless:
 - Such Member has made a Declaration of Interest under the Municipal Conflict of Interest Act, and therefore the Member shall "abstain" from voting; or
 - In the interest of making an informed decision such Member was not in attendance at a previous meeting(s) at which the integral components of the subject Application were discussed.
- 11.7 All Members present and without declared conflict of interest or lack of required information shall vote and each Member shall have one vote, should a quorum remain per section 5.
- 11.8 A vote shall be taken at the direction of the Chair on each motion duly moved and seconded.
- 11.9 Voting shall continue on each motion put forward by Members until a clear and deliberate decision is made by a majority vote of quorum.
- 11.10 With respect to Applications before the Committee, when a motion is put forward and a Member who is present and not otherwise prevented from voting does not vote, their vote shall not be counted.
- 11.11 A decision cannot be made as a result of a tie vote or a vote by less than the majority of applicable quorum per section 5. In such circumstances, a new motion must be presented until one is carried by a majority of the quorum or more of the Members present who have not declared a pecuniary conflict of interest.
- 11.12 The Chair shall announce the decision of the Committee at the public meeting.
- 11.13 Members shall sign the written decision with reasons at the Meeting.
- 11.14 The manner of voting on a Property Standards Appeal will be determined by the Chair and a majority of quorum or more Members in favour or against the Appeal is required to reach a binding decision.

12.0 Decision

12.1 The Committee of Adjustment will either approve, approve with conditions, refuse, or defer the application.

- 12.2 All decisions of the Committee on Applications for variance or consent approvals must comply with the tests outlined below, conform to the Northern Growth Plan, be consistent with the Provincial Policy Statement in force at the time, have regard to matters in s.2 and s.2.1 of the *Planning Act* and provide written reasons including in regard to material submissions made. Not every submission must be referenced in the written reasons but only those relevant to a significant impact and the decision.
- 12.3 Any Application approval may be subject to such terms and conditions as the Committee considers reasonable and advisable.

12.4 Minor Variances:

The Zoning By-law regulates how land and buildings are used and where buildings and structures can be located. This by-law also specifies lot sizes and dimensions, parking requirements, building heights and other regulations necessary to ensure proper and orderly development. However, in some circumstances it may not be possible or desirable to meet all of the requirements of the Zoning By-law. In such cases, a property owner may apply for approval of a minor variance. A minor variance provides relief from one or more specific Zoning By-law requirements, excusing the property owner from meeting the exact requirements.

For the Committee to approve this type of Application, the *Planning Act* requires that Members must be satisfied that the Application meets all of the following four tests:

- Is the request considered to be a minor variance from the Zoning By-law requirements (an evaluation of impact rather than a numerical value);
- Is the request desirable for the appropriate development or use of the land;
- Does the request maintain the general intent and purpose of the Official Plan; and
- Does the request otherwise maintain the general intent and purpose of the Zoning By-law.

12.5 Legal Non-Conforming Uses;

Legal Non-Conforming Uses are uses of property that existed prior to a zoning by-law being in force or that met all of the requirements of the Zoning By-law and *Planning Act* when they were established but no longer comply because the Zoning By-law requirements have changed.

The Committee can consider Applications for extensions or enlargements of buildings or uses that are subject of a legal nonconforming use and determine whether it is the same use or has become a different and unauthorized use as a result.

For the Committee to approve this type of Application, the *Planning Act* requires that the Members must be satisfied that:

The non-conforming use was permitted before the current Zoning Bylaw was approved;

- The non-conforming use has continued, uninterrupted since that time; and
- The extended or enlarged building or use is not distinct in character from its prior character and level of impact.

Any cessation of a legal non-conforming use, absent a force majeure event, brings it to an end as authorized for purposes of the Zoning By-law, Official Plan and *Planning Act*.

12.6 Consents

Consents to sever property are permitted under the *Planning Act*, in the discretion of the Committee and subject to its reasonable conditions, upon meeting the criteria set in the *Planning Act* for consents.

For the Committee to approve this type of Application, the *Planning Act* requires the Members to consider:

- Whether the Application is premature or in the public interest
- Whether it conforms to the Official Plan and adjacent plans of subdivision
- The suitability of the land for the intended purpose
- If affordable housing is proposed and appropriate on the land
- The number, width, location, grade, elevation and adequacy of highways
- The dimensions and shapes of proposed lots
- Restrictions on the land and on adjoining lands
- Potential impacts on conservation and flood control
- Adequacy of utilities and municipal services
- Adequacy of schools
- Whether the Application optimizes utility and municipal services

 Other factors related the proposed land use and impacts arising from the proposal

12.7 Property Standards Appeals

Decisions of the Committee on a Property Standards order Appeal must have regard only to *Building Code Act*, the City Property Standards By-law and the appellant and City's evidence and submissions provided and accepted in the Appeal hearing. The written decisions shall outline the Appeal grounds and respond to those grounds by reference to relevant evidence and legal submissions provided in the Appeal but need not cite every aspect of evidence and law presented.

13.0 Public Deputations

- 13.1 Any member of the Public desiring to present information or speak to the Committee at a public meeting on a variance or consent Application shall have an opportunity to do so during the Deputations portion of the Agenda, at the time announced by the Chair.
- 13.2 Public deputations shall be kept specific to the Application before the Committee and focused to the concerns or support for the matter.
- 13.3 Public deputations shall not be more than five (5) minutes in duration and no debate on any subject shall be engaged in by either the Committee or the member of the public.
- 13.4 Communications, including a petition, designed to be presented to the Committee and filed with the Secretary Treasurer shall be legibly written or printed, shall not contain any obscene or improper matter or language and shall be signed and dated by at least one person.
- 13.5 Petitions designed to be presented to the Committee and filed with the Secretary Treasurer shall contain original signatures and all information on the petition including names addresses and telephone numbers shall become part of the public record of the meeting at which it is received.
- 13.6 Communications or petitions to be printed on an agenda shall be delivered to the Secretary Treasurer no later than 4:30 pm on the Wednesday of the week prior to meeting. If in the Secretary Treasurer's opinion, the communication petition is of a time sensitive nature the Secretary Treasurer may bring forward such communication or petition for the Committee's consideration after the aforementioned deadline.

- 13.7 No deputations or submissions will be received or considered after the statutory public meeting process is complete, unless upon an amended Application that the Committee has deemed to require a further public notice, circulation of amended materials and an opportunity for further oral or written submissions.
- 13.8 No public participation is permitted on a Property Standards order Appeal hearing. Only the parties to the Appeal will be allowed to proffer evidence and submissions to the Committee during the Appeal hearing.

14.0 Curfew

14.1 The Committee shall adjourn no later than the hour of 9:00 p.m. CT, unless otherwise directed by a unanimous vote of Members present.

15.0 Honorarium

15.1 An honorarium for Members shall be established by Council. Payment of the honorarium shall be twice annually, after the May meeting and after the November meeting.

16.0 Agenda

- 16.1 The Committee meeting agenda and supporting documents shall be circulated to the Committee Members by electronic mail. If a Committee Member requests, the meeting documents shall be caused to be delivered by regular mail for receipt in excess of seventy-two (72) hours prior to the meeting.
- 16.2 The Committee shall deal with business matters in the following order:
 - i. Call meeting to order
 - ii. Declaration of Pecuniary Interests
 - iii. Adoption of Minutes of previous meeting
 - iv. Correspondence relating to Applications before the Committee
 - v. Other correspondence
 - vi. Adjournment Requests
 - vii. Public Deputations on Applications
 - viii. Considerations of Applications for Minor Variance
 - ix. Considerations of Applications for Consents
 - x. Property Standards Order Appeals
 - xi. Old Business
 - xii. New Business
 - xiii. Adjournment

16.3 For Property Standards order Appeals, the Committee shall hear from the appellant or their authorized agent, followed by the City, followed by the appellant in reply upon any new issues being raised by the City which the appellant had not yet addressed. The Committee may put time constraints on the submissions of the parties as it deems appropriate in the circumstances and may refuse to hear irrelevant submissions that do not relate to the order under Appeal.

17.0 Accounting

- 17.1 The Committee budget forms part of the Planning and Building Services Department budget. All financial commitments of the Committee, including provision for Committee Members to attend training, workshops and conferences, are processed through the Planning and Building Services Department in keeping with City policies.
- 17.2 Requests for refunds may be made in writing by an Applicant/Agent from whom payment was originally received by the Planning and Building Services Department. They shall be eligible for a 10% refund within one (1) year of the Application submission date and after the preparation of the staff report but prior to consideration of the Application by the Committee, and for an 80% refund of the amount if the notice of the Application has not been given.
- 17.3 A request for deferral of a hearing date must be made before the Committee, during the time allotted in the public meeting to consider adjournment requests. If the request for deferral is made by the applicant, an extra fee shall be charged. The Committee shall generally permit a one-year period for re-scheduling of a hearing date but may schedule a specific date if necessary to establish applicable quorum.

18.0 Minutes

- 18.1 Minutes of the Committee shall be recorded by the Deputy Secretary Treasurer or Secretary Treasurer of the Committee and shall be prepared for distribution.
- 18.2 Minutes shall be posted on the City's portal/webpage after adoption and circulated to the Clerk for Council's information and filing.
- 18.3 Minutes shall be recorded without note or comment and capture a summary of the discussion and any decision(s) rendered.
- 18.4 Public Deputations shall be recorded with name of the presenter and simple generalized points of the deputation.
- 18.5 Property Standards order Appeal hearings shall be recorded.

19.0 Staff Support and Document Release

- 19.1 Requests for access to documentation, reports and support materials shall be directed to the Secretary-Treasurer.
- 19.2 Application materials shall be provided to the public with due notice under the *Planning Act* and be available to the public upon request.
- 19.3 Amended Application materials shall be provided to the public with due notice under the *Planning Act* when the Committee has directed a further round of public submissions due to the amendments.
- 19.4 Other Applicant documentation, Planning and Building Services Department and other staff and agency advisory reports and legal support materials shall only be released in compliance with the *Municipal Freedom of Information and Protection of Privacy Act*.
- 19.5 The Planning and Building Services Department shall act as expert resource staff to the Committee. The Department may seek additional expert or legal advice on any Application issues, as it deems necessary.

Administrative Support Staff

- Secretary-Treasurer (non-voting position)
 Responsible for all Committee administrative duties.
- Deputy Secretary-Treasurer (non-voting position)
 In the absence of the Secretary-Treasurer, the Deputy Secretary-Treasurer shall be responsible for all Committee administrative duties.
- Minute-Taker (non-voting position)
 Responsible for the recording of and distribution of minutes/records, notices etc. to the Secretary-Treasurer.
- Departmental Representatives / Planners (non-voting position)
 Act as subject matter experts and provide information to assist the
 Committee in reaching legally complaint decisions.

20.0 Reporting Relationships

20.1 The Committee reports to Council shall be reported through the Planning and Building Services Department. The liaison for resource staff to the Committee shall be the Secretary-Treasurer.

20.2 The Committee shall work closely with the resource staff but shall not have direct line authority over the staff. It is acknowledged, however, that there shall be occasions when the Chairperson of the Committee must direct the Secretary-Treasurer to carry out work.

21.0 Reporting to City Council

- 21.1 Section 14.1 of the *Municipal Act, 2001* precludes Council from interfering with a Committee decision in whole or part after it has been made.
- 21.2 No correspondence or deputations to Council on an Application or Appeal will be considered by the Committee after its decision is rendered or if not presented through the City during the public meeting or Appeal hearing.
- 21.3 Reports for consideration by Council and/or minutes of the Committee shall be processed through the Planning and Building Services Department to Council, in accordance with the City's Procedural By-law, to be placed on the agenda for Council.

22.0 Confidentiality

22.1 The Members of the Committee shall be bound by the *Municipal Act, 2001* as it relates to *in camera* meetings and the *Municipal Freedom of Information and Protection of Privacy Act* for confidentiality of information received and its disclosure.

23.0 Regular Review of this Authority

- 23.1 These Terms of Reference and Rules of Procedure shall be reviewed during the term of each Council or more frequently, as required.
- 23.2 This review may be initiated by City Council, the Planning and Building Services Department or by the Committee.



March 26, 2025

City Council Committee Report

To: Kyle Attanasio, CAO

Fr: Janis Pochailo, Director of Planning and Building Services

Re: Site Plan Control Amendment

Recommendation:

That Council gives three readings to a new Site Plan Control By-law to amend the processing procedures for Site Plan Control Applications; and further

That By-law #20-2023 be hereby release.

Executive Summary

The proposed updates to Kenora's Site Plan Control By-Law aim to balance the City's priorities of minimizing risk and protecting its interests with the goal of encouraging and supporting development. By applying financial security calculations on site-related works and excluding building values, the revisions address developer concerns about excessive costs while ensuring sufficient safeguards are in place for municipal compliance. The addition of section 10.6 provides clarity surrounding the release of securities which is currently absent in the existing By-law. This approach promotes investment, supports economic growth, and aligns with Kenora's *Charting Our Course 2027* Strategic Plan, fostering a responsible and collaborative framework that benefits both the City and its development community.

Proposed amendments to the original By-law include:

- Name changes for the Planning and Building Department.
- Replace section 10.6 Financial Securities with revised wording for security calculations as follows:
 - a. On-site Deposit 10% of the construction costs of all onsite works (including stormwater management facilities and excluding the buildings and structures). A deposit of \$1,000 will be required as a minimum.
 - b. Off-site Deposit 100% of the construction costs for all works within the Municipal Right of Way, on other City property, or for municipal owned services on private property.

The value of construction shall include any site grading, storm water management facilities, landscaping and paving works, sidewalks, fences, retaining walls, on-site lighting, or similar required works as shown on the approved plans.

Add section 10.6 Release of Financial Securities as follows:

Once all the Conditions in the Site Plan Agreement have been complied with and there are no deficiencies noted during the Site Plan Compliance Review, the deposits will be released to the then owner of the property as follows:

- a. Off-site Deposit reduced to 10% until the end of the 1-year maintenance period.
- b. On-site Deposit reduced to 10% until the end of the 1-year maintenance period.
- Various wording changes to enhance clarity.

Background

Municipalities collect security deposits for development to ensure compliance with approved plans, conditions, and regulations, providing a financial guarantee that developers complete necessary infrastructure, landscaping, or other requirements. These deposits protect the municipality and taxpayers from bearing the costs of incomplete or substandard work. In Ontario, it is standard practice to exclude buildings from security deposit calculations, focusing instead on site-related works such as grading, servicing, landscaping, and infrastructure to ensure compliance with municipal requirements.

The City of Kenora Site Plan Control By-law #23-2023 requires that building costs be included in the security calculations. Although this requirement was carried forward from the previous Site Plan Control By-law (189-2010), in practice building values have been excluded from the calculations. This has resulted in significantly lower security deposits than was intended or anticipated when the By-law was written.

Discussion and Analysis

4.1 Feedback from the Development Community

Developers have expressed concerns about the City's requirement to include the cost of buildings in security deposit calculations for site plan control, arguing that this creates significant financial burdens for projects. Developers contend that this methodology unnecessarily inflates the security amounts, tying up capital that could otherwise be used for project advancement or other investments. The inclusion of buildings in the calculation is also inconsistent with industry standards, leading to competitive disadvantages and disincentivizing development in the city.

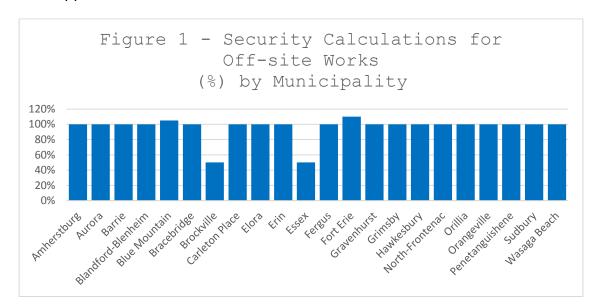
4.2 Jurisdictional Scan

A jurisdictional scan of security deposit practices reveals that municipalities in Ontario generally calculate deposits based on the cost of site-related works, such as municipal servicing, landscaping, and infrastructure improvements, without including building costs. The calculations generally distinguish between development activities on municipal land (referred to as off-site or external works) and the developer's property (referred to as on-site or internal works). The findings of the jurisdictional scan of twenty-six (26) municipalities in Ontario can be found in Figures One and Two. Following is a summary of the findings:

Securities for Off-site Works:

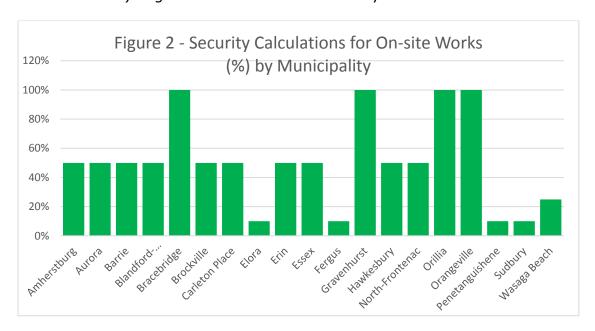
Out of the twenty-six municipalities surveyed, eighteen require 100% security for off-site works, two municipalities require greater than 100% security, two

municipalities require 50% security, and two municipalities use a flat fee model for both on-site and off-site security amounts. One municipality (Cornwall) uses an off-site security calculation of one-percent and one municipality (Cobourg) appears to negotiate securities on a case-by-case basis. The complete Jurisdictional Scan can be found in Appendix One.



Securities for On-site Works:

The security requirements for on-site works tend to be lower. Out of the twenty-six municipalities surveyed, four require 100% security; ten require 50%; two had a range of between 15% and 50%; four used 10%; and two municipalities used a flat fee model for both on-site and off-site security amounts. One municipality (Cornwall) uses an on-site security calculation of one percent and two municipalities (Cobourg and Blue Mountain) negotiate securities on a case-by-case basis.



Impact Analysis

Administration contacted owners of recent, and ongoing development in Kenora to obtain costing information with the purpose of testing models. Development was both residential and commercial with development ranging from high density with minor site development to high-medium density with extensive site development requirements. To maintain confidentiality names and locations of the developments have been redacted.

A summary of the results can be found on the next page.

Table 1: Jurisdictional Scan of Ontario Security Models

		Security	Amounts a	nd Referen	ce Commur	nity		
	Cost Estimate	City By - Law	Past Practice	Sudbury	Blandford - Blenheim	North Frontenac	Fort Erie	Recommen dation
Development 1								
Total Building	20,100,000			355,989	760,000	653,600	653,300	
Total - On Site	1,000,000	258,600	57,600					360,000
Total - Off Site	260,000	238,000	37,000	333,969		033,000	055,500	300,000
Total Cost	21,360,000							!
Development 2								
Total Building	100,000,000							
Total - On Site	4,000,000	1,087,000	87,000	600,000	2,200,000	No Data	No Data	600,000
Total - Off Site	200,000	1,007,000	87,000		2,200,000			
Total Cost	104,200,000							
Development 3								
Total Building	4,295,151			115,000	395,000	395,000	150,000	
Total - On site	69,168	94,450	74,500					115,000
Total - Off Site	45,832	94,430	74,500	113,000				113,000
Total Cost	4,410,151							
Development 4								
Total Building	15,800,000							
Total - On site	440,700	208,758	50,424	151,286	321,350	274,203	240,990	145,070
Total - Off Site	101,000	200,730	30,424	131,200				
Total Cost	16,341,700							
Development 5								
Total Building	400,000							
Total - On site	200,000	53,000	49,000	125,818	300,000	No Data	No Data	220,000
Total - Off Site	200,000	33,000	43,000	125,010	300,000			
Total Cost	800,000							

Note: Full cost breakdowns were not provided for Development 2 and 5 to determine analysis for North Frontenac and Fort Erie

Security Model Analysis

Referring to Table 1 above, Development 3 and Development 5 represent different types of developments. Development 3 primarily consists of a large building with minimal on-site and off-site development, whereas Development 5 involves extensive site works, both on-site and off-site.

As previously discussed, the purpose of security deposits in developments is to ensure compliance with approved plans, conditions, and regulations. These deposits act as a financial guarantee to ensure that developers complete the required infrastructure, landscaping, or other site-related works. Given this context, it is appropriate for Development 5's security amount to be higher than that of Development 3, reflecting the significantly greater scope of site-related works involved.

Under the City's current By-Law, the security for Development 3 exceeds that of Development 5 by \$35,102. Similarly, the City's past practices have shown a comparable disparity of \$37,500. In comparison, the City of Sudbury applies a different methodology for calculating security deposits:

- On-site works (excluding buildings): 10% of the construction costs, with landscaping deposits capped at \$20,000.
- Off-site works: 100% of the construction costs.

Using Sudbury's approach, Development 5's security amount would exceed Development 3's by \$73,059. This aligns with the intended purpose of security deposits, which is to proportionally account for the scope of on-site and off-site work. As the complexity or scale of off-site works on City property and on-site works on private property increases, the corresponding security amount also rises.

Risk Analysis

The security calculations mandated under the current by-law create both infrastructure and financial risk. By tying security deposits to building values, high-density projects and premium developments, such as apartment complexes or specialized institutional or commercial facilities are inadvertently discouraged. Conversely, for developments with low building values and substantial site development work, the required security may be insufficient to protect the City's interests. If the developer defaults or an emergency arises, the City may need to intervene to protect public or private infrastructure without sufficient funds to recover the associated costs.

Excluding building values from the security calculation, as was the previous practice, exposes the City to the same risks.

Adopting the recommended model would mitigate these risks and align City practices with a standard approach used in other Ontario municipalities. This model increases security deposits proportionate to the scope of on-site and off-site works, ensuring a more balanced and equitable approach.

The proposed By-law maintains the current provision for exceptional circumstances which allows staff to adjust security requirements in cases where the proposed model does not adequately address specific risks to the organization.

Communication Plan/Notice By-law Requirements

Notice for this By-law has been given in accordance with the Municipal Act. Security requirements will continue to be communicated to developers when they apply for Site Plan Control.

Strategic Plan

Aligning Kenora's site plan control policies to support development aligns with the City's strategic priorities outlined in the Charting Our Course 2027 Strategic Plan, particularly within the identified focus areas of "Promoting Economic Growth and Resiliency" and "Housing Development Across the Spectrum." Simplifying and reducing the financial burden of site plan control aligns with the feedback from the "What We Heard" consultation, where stakeholders emphasized the need for improved housing options, streamlined development processes, and enhanced collaboration between the City and developers. The proposed by-law is also consistent with Strategic Plan Goal 1.2: to ensure well-maintained and sustainably financed City infrastructure by ensuring that the City has access to adequate resources for the reparation and maintenance of infrastructure in the event of developer default.

Conclusion

The proposed updates to Kenora's Site Plan Control By-Law strike a balance between fostering a development-friendly environment and safeguarding the City's interests. By excluding building values from security calculations and focusing on site-related works, the revisions address developer concerns while maintaining sufficient financial protection to ensure compliance with municipal standards. This approach minimizes risks to taxpayers by ensuring essential infrastructure and improvements are completed, while also promoting investment and development opportunities. The updated By-law supports Kenora's strategic goals for economic growth and housing diversity, ensuring a responsible and collaborative framework that benefits both the City and the development community.

Appendix 1 – Findings of Jurisdictional Scan of Security Calculations in Ontario

Municipality	Population	On-Site Security	Off-Site Security	Holdback %
Amherstburg	26,268	50%	100%	15%
Aurora	65,970	50%	100%	25%
Barrie	157,194	50%	100%	5%-10%
Blandford-Blenheim	7,565	50%	100%	
Blue Mountain	10,000	?	105%	Varies
Bracebridge	18,896	100%	100%	15%
Brockville	22,116	50%	50%	N/A
Carleton Place	12,130	50%	100%	10%
Cobourg	20,519	N/A	N/A	15%
Cornwall	47,845	1%	1%	10%
Elora	7,700	10%	100%	N/A
Erin	12,000	50%	100%	Varies
Essex	12,216	50%	50%	25%
Fergus	21,000	10%	100%	N/A
Fort Erie	36,209	15%-50%	110%	Varies
Gravenhurst	14,324	100%	100%	10%
Grimsby	31,233	20%-50%	100%	10%
Hawkesbury	9,818	50%	100%	N/A
Lakeshore	36,611	\$4K to \$	25K Flat Fee	N/A
North-Frontenac	2,285	50%	100%	
Orillia	33,411	100%	100%	10%
Orangeville	30,000	100%	100%	25%
Penetanguishene	8,962	10%	100%	10%
Sudbury	171,446	10%	100%	
Wasaga Beach 24,862		25%	100%	10%
Whitchurch-Stouffville	49,864	\$10K to \$25K Flat Fee		N/A

Appendix 2 - Recommended changes to the security calculations for Site Plan Control By-Law, Number 23-2023

10.6 Financial Securities

Where an agreement is required pursuant to Section 6. of this By-law, and said agreement requires the submission of financial securities to ensure the satisfactory completion/maintenance of the works required by the Agreement and approved plans listed therein, the amount of the financial security shall be calculated on the basis of the total value of construction, as follows:

- (a) 10% of the first \$500,000.00 of the total value of construction; plus
- (b) 1% of the balance of the value of construction in excess of \$500,000.00;

or

(c) In exceptional circumstances where it is deemed that the full security as provided for under the above calculation is not required, an alternative amount as deemed appropriate by the Director of Planning and Building Services

10.6 Financial Securities

- a. <u>Off-site Deposit</u> 100% of the construction costs for all works within the Municipal Right of Way, on other City property, or for municipal owned services on private property.
- b. On-site Deposit 10% of the construction costs of all onsite works (including stormwater management facilities and excluding the buildings and structures). A deposit of \$1,000 will be required as a minimum.
- c. <u>Exceptional Circumstances</u> Where it is deemed that full security as provided for under the above calculation is not required, an alternative amount as deemed appropriate by the Director of Planning and Building may be used.

Note, the above calculation is used to estimate the required deposit only, and does not limit the use of the deposit to ensure compliance with all work required under the Site Plan Control Agreement, including but not limited to servicing, grading, rock faces, structures, lighting, landscaping, pavement, etc.

10.7 Release of Financial Securities

Once all the Conditions in the Site Plan Agreement have been complied with and there are no deficiencies noted during the Site Plan Compliance Review, the deposits will be released to the then owner of the property as follows:

- c. Off-site Deposit reduced to 10% until the end of the 1-year maintenance period.
- d. On-site Deposit reduced to 10% until the end of the 1-year maintenance period.

The Corporation of the City of Kenora

By-Law Number ____ - 2025

A By-Law to Designate the Whole of the City of Kenora as a Site Plan Control Area, Pursuant to Section 41 of the Planning Act, R.S.O. 2001, Chapter P-13, as amended, and to Adopt Certain Procedures for the Processing of Site Plan Control Applications and to Exempt Certain Classes of Development from Approval of Plans and Drawings

Whereas Subsection 41(2) of The Planning Act, R.S.O., 2001, c.P.13 provides that a Council of a local municipality may, where in an official plan an area is shown or described as a proposed site plan control area, designate the whole or any part of such area as a site plan control area; and

Whereas the Official Plan for the City of Kenora describes the whole of the City of Kenora as an area subject to Site Plan Control; and

Whereas Bill 23, the More Homes Built Faster Act, received royal assent on November 28, 2022;

Now Therefore Be It Resolved That:- the Council of the Corporation of the City of Kenora enacts as follows:

All lands within the limits of the City of Kenora effective July 14, 2005 are subject to the provisions of this By-law, and of S.41(4) of the Planning Act, R.S.O. 2001 c.P-13, as amended.

1.0 GENERAL PROVISIONS

Subject to Section 3(a), Exemptions, the following residential, commercial, industrial and institutional developments shall be subject to Site Plan Control:

- 1.1 New non-residential developments or additions to existing non-residential developments in the Settlement Area, as designated in Schedule "A" of the Official Plan.
- 1.2 Any residential development containing ten (10) or more dwelling units.
- 1.3 The development, redevelopment, alteration or expansion of any above ground broadcasting and communications buildings or structures.
- 1.4 The development, redevelopment, alteration or expansion to any above ground utilities infrastructure, including wind or water turbines.
- 1.5 Commercial Parking Lots and Commercial Parking Structures as defined in Section 14 of this By-law.
- 1.6 Any patio accessory to a commercial use and located outdoors on private property; this does not apply to industrial or institutional uses.

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- 1.7 Environmental Areas: Any development on or adjacent to lands designated environmental protection area, environmental resource area, environmental wetland area, area of natural or scientific interest or similar designation in an Official Plan, including Black Sturgeon Lake, —or identified through reports required as a component of an application for development, made under the *Planning Act*. This section applies equally to the adjacent lands. For the purpose of this section, adjacent lands means those lands contiguous to a specific natural heritage feature or area where it is likely that development or site alteration would have a negative impact on the feature or area.
- 1.8 Harbourtown Centre: Any development located within the Harbourtown Centre.
- 1.9 Propane: -Any propane transfer station.
- 1.10 Any new development of, or conversion to, a <u>community-based</u> care facility, school, place of worship, private social facility, hospital, cultural facility or community centre.
- 1.11 Any new development of or conversion to community homes, residential care facilities, detoxification centres, recovery homes, crisis care shelters, corrections residences or community support houses as defined in Section 14 of this By-law.
- 1.12 Any development of real property designated under the Ontario Heritage Act where the addition or alteration has the effect of adding one or more dwelling units, adding more than 100 square metres of building area or altering site grading; and any development of new buildings or additions more than 100 square metres on lands abutting a real property designated under the Ontario Heritage Act.
- 1.13 Any development of a commercial outdoor recreational facility such as a campground, swimming pool or amusement park.
- 1.14 Any industrial development including, but not limited to, the lands knowns as the City of Kenora Industrial Park per Schedule B to this By-law.

2.0 EXEMPTIONS

The following classifications of development shall be exempt from Site Plan Control:

- 2.1 Developments which, upon preliminary review by the City of Kenora City Planner, or in their absence, or in conjunction with, the <u>Planner</u>, Associate Planner or Director of <u>Planning and Building Development Services</u>, determine that the development complies with Municipal By-laws and is beyond <u>the intent</u> of this By-law or the scope of Section 41 of The Planning Act, R.S.O. 2001, Chapter P-13.
- 2.2 Notwithstanding Sections 1.7 and 1.82.7 and 2.8, regarding development near designated environmental areas and Harbourtown Centre, to the contrary, one or two or three unita residential dwelling building with ten or fewer s units shall control, unless site plan control has been made a condition of consent for

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- 2.3 Notwithstanding Sections 1.7 and 1.8 2.7 and 2.8, regarding development 4 guest bedrooms or a building or structure accessory thereto shall be exempt from site plan control.;
- 2.4 Notwithstanding Sections-1.7 and 1.82.7 and 2.8, regarding development near non-residential use if the gross floor area of the accessory building or structure is less than 10 square metres shall be exempt from site plan control.;
- 2.5 Works which result from the requirements of the <u>Fire Marshall's Act</u> or an Order issued by the Corporation's Fire Department shall be exempt from site plan control.
- 2.6 Where there is an approved Site Plan, any deviation in the dimension respecting the location of buildings and structures shown in the approved plans shall be exempt from site plan control, provided the deviation does not exceed 0.3 meters and does not result in a violation of any By-law enacted by the Corporation or other applicable laws. Where there is an approved Site Plan, any deviation from any dimension respecting the location of buildings and structures shown in the approved plans provided the deviation does not exceed 0.3 metre and, further, provided the deviation does not result in a violation of the requirements of any By-law enacted by the Corporation or other applicable law.
- 2.7 Interior building alterations which do not involve a change in major occupancy as defined by the Ontario Building Code shall be exempt from site plan control.
- 2.8 Signs, which are not erected as part of a commercial development, and temporary construction buildings placed in accordance with any applicable Bylaw shall be exempt from site plan control.
- 2.9 A utility installation having a gross floor area of less than 10 square metres shall be exempt from site plan control.
- 2.10 Any change to the public parking area in a commercial parking lot necessary to provide handicapped parking or an authorized sign required by By-law, provided the change is accommodated within an area of the public parking area used for the parking of motor vehicles or vehicular access to an area used for the parking of motor vehicles, shall be exempt from site plan control.

Control:

7

- (i) bed and breakfast with not more than 4 guest bedrooms,
- (ii) group home that accommodates 10 or less people not including staff, within one building;
- (iii) developments consisting of up to 10 total residential units;
- (vi) involving a swimming pool, deck, landscaping, site works including driveways, or an outdoor recreational structure that serves the development.

3.0 DELEGATION OF AUTHORITY

Page 3 of 12

- 3.1 The City of Kenora's City Planner, or in their absence, the <u>Director of Planning and Building</u>, or the <u>Planner or Associate Planner</u>, <u>Planner</u>, or <u>Director of Being appointed officers of the City to exercise Council's powers or authority under section 41 of the <u>Planning Act</u>, R.S.O. 2001, c.P.13, as amended, to approve plans and drawings, to impose conditions and to require agreements.</u>
- 3.2 Except for the exemptions listed in Section 3 above, no persons shall undertake any development in the City of Kenora until the City of Kenora or the Ontario Land Tribunal, in accordance with Section 41 of the <u>Planning Act</u>, has approved of the plans and any required Agreements have been entered into respecting matters set out in Section 41 of the <u>Planning Act</u>, R.S.O. 2001, Chapter P-13 as amended.
- 4.1 Council, at the time of consideration of an Application for Official Plan Amendment and/or Zone Change, may pass a resolution requesting that the development proposal be subject to Site Plan Control.

5.0 AGREEMENTS

- 5.1 Council's authority under Section 41(7)(c) of the Planning Act to require an owner to enter into an agreement with The Corporation of the City of Kenora and the authority to approve the form of agreement is hereby delegated to the City Planner, Planner, Associate Planner, or the Director of Planning and Building Development Services and they are hereby authorized to recommend execution of any agreement or amendments thereto which may be required pursuant to the provisions of this By-law.
- 5.2 The Mayor or Clerk is hereby authorized to execute on behalf of The Corporation of the City of Kenora under corporate seal any agreement which may be required pursuant to the provisions of this By-law upon the written recommendation of the City Planner, Planner, Associate Planner, or the Director of Planning and Building Development Services, as the case may be.
- 5.3 Registration of Agreement: Any agreement or amendment thereto entered into in accordance with this By-law, shall be registered against the title of the land to which it applies.
- 5.4 Section 446(1) of the Municipal Act, R.S.O. 2001 Chapter M.45, applies to any requirements made under clauses 7(a) and (b) of Section 41 of the Planning Act and to any requirements made under an agreement entered into under Clause 7(c) of Section 41 of the Planning Act, so that, in default of anything being done pursuant to those sections and agreements by the person required to do it, it may be done at his expense and the expense may be recovered in like manner as municipal taxes.

6.0 EXECUTION OF AGREEMENTS

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The Mayor and City Clerk of the City of Kenora are authorized to execute any agreement required pursuant to this by-law and affix the corporate seal.

7.0 LIENS

- 7.1 When the City of Kenora causes any work to be done pursuant to any approval provided for in this by-law, the City shall have a lien for any amount expended by or on behalf of the City and for an administrative fee of ten percent of any amount expended by or on behalf of the City, and the certificate of the City Clerk as to the total amount expended shall be admissible in evidence as prima facie proof of the total amount expended and such total amount together with the administrative fee shall be deemed to be municipal real property taxes and shall be added to the collector's roll of taxes to be collected and shall be subject to the same penalty and interest charges as real property taxes and shall be collected in the same manner and with the same remedies as real property taxes.
- 7.2 Before the certificate of the City Clerk is issued under subsection 8(1), an interim certificate shall be delivered to the owner of the property that is subject to the lien, as well as to all prior mortgagees or other encumbrances and the affected owner, mortgagees or other encumbrances shall have two weeks from the date of receipt of the interim certificate to appeal the amount shown thereon to Council.

8.0 _PRIOR APPROVALS

Plans, drawings, agreements or other matters approved under Section 41 of the Planning Act by an old municipality shall hereafter be continued, enforced and deemed to have been approved or executed under this Bby-law.

9.0 ——LETTERS OF UNDERTAKING

- 9.1 In the case of a residential development, a letter of undertaking generally in the form shown at Schedule 1 may be provided as an alternative to an agreement where:
 - (a)—easements or conveyances are not required to be made to the City after issuance of the building permit,
 - (b)-special measures for the protection of existing private trees are not required,
 - (c)-the owner is not required to enter into other related development agreements —with the City after the issuance of the building permit, and
 - (d)—) special conditions have not been imposed that require an agreement purposes of enforcement and notification of subsequent owners of the conditions.

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- 9.2 In the case of non-residential development, a letter of undertaking generally in the form shown at Schedule 1 may be provided as an alternative to an agreement where:
 - (a)—) easements or conveyances are not required to be made to the City after issuance of the building permit,
 - (c)—) the owner is not required to enter into other related development agreements —with the City after the issuance of the building permit,
 - (d)—) special conditions have not been imposed that require an agreement for purposes of enforcement and notification of subsequent owners of the conditions, and
 - (e)_____the total amount of securities to be provided to the City does not exceed \$5,000.
- 9.3 For small projects to which there is either no security required, or security that does not exceed \$5,000.00 in value, the City Planner, Planner, Associate Planner or Director of Planning and Building Associate Planner, or Director of Development Services has the authority to execute letters of undertaking as outlined.

10.0 ADMINISTRATION

10.1 <u>Issuance of Building Permits</u>

- (a) Notwithstanding any provisions of the Building By-law or any other By-law of the Corporation to the contrary, no building permit shall be issued until the plans and drawings and any such agreements required by the Municipality for such development have been approved by the appointed officers, or where a referral has been made to the Ontario Land Tribunal or so ordered by a Court of competent jurisdiction;
- (b) Nothing in this By-law shall prevent development on any lands subject to this By-law where such development is proceeding in accordance with a valid building permit which was issued by the Corporation prior to the passing of this By-law.

10.2 <u>Violations and Penalties</u>

- (a) Subject to Section 2, no person shall deviate from the plans approved pursuant to this By-law;
- (b) Any person who contravenes any of the provisions of Section 41 of the *Planning Act*, or its successors thereto, or the provisions of this By-law is guilty of an offence and on conviction is liable to the penalties provided for in Section 67 (1) and (2) of the *Planning Act*, or its successors thereto, as follows:
 - i) Where a person is convicted, and, if the person is a corporation, every director or officer of the corporation who knowingly concurs in the contravention, the maximum penalty that may be imposed is:
 - a) on a first conviction, to a fine of not more than \$25,000; and

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- b) on a subsequent conviction, to a fine or not more than \$10,000 for each day or part thereof upon which the contravention has continued after the day on which the person was first convicted.
- ii) Where a corporation is convicted, the maximum penalty that may be imposed is:
 - a) on a first conviction, to a fine of not more than \$50,000; and
 - b) on a subsequent conviction, to a fine or not more than \$25,000 for each day or part thereof upon which the contravention has continued after the day on which the corporation was first convicted.

10.3 Validity

If any section, clause or provision of this By-law is, for any reason, declared by a Court of competent jurisdiction to be invalid, the same shall not affect the validity of the By-law as a whole or any part hereof other than the section, clause or provision so declared to be invalid. It is hereby declared to be the intention that the remaining sections, clauses and provisions of this By-law shall remain in full force and effect until repealed, notwithstanding that one or more provisions hereof shall have been declared to be invalid.

10.4 Interpretation

For the purposes of this By-law, words used in the present tense also include the future; words in the singular also include the plural and words in the plural include the singular number; words in the neuter gender include the masculine and the feminine; and the word "shall" is mandatory.

10.5 <u>Imperial Values</u>

Only the values provided with metric units of measure which appear in the Bylaw are official.

10.6 Financial Securities

Where an agreement is required pursuant to Section 6. of this By-law, and said agreement requires the submission of financial securities to ensure the satisfactory completion/maintenance of the works required by the Agreement and approved plans listed therein, the amount of the financial security shall be calculated on the basis of the total value of construction, as follows:

- a. On-site Deposit 10% of the construction costs of all onsite works (including stormwater management facilities and excluding the buildings and structures). A deposit of \$1,000 will be required as a minimum.
- Off-site Deposit 100% of the construction costs for all works within the Municipal Right of Way, on other City property, or for municipal owned services on private property.

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c. Exceptional Circumstances - Where it is deemed that full security as provided for under the above calculation is not required, an alternative amount as deemed appropriate by the Director of Planning and Building Services may be used.

The total—value of construction shall include any site grading, storm water management facilities, landscaping and paving works, sidewalks, fences, retaining walls, on-site lighting, or similar required works as shown on the approved plans.

The calculation is used to estimate the required deposit only, and does not limit the use of the deposit to ensure compliance with any and all work required under the Site Plan Control Agreement, including but not limited to servicing, grading, rock faces, structures, lighting, landscaping, pavement, etc.

(a)-10% of the first \$500,000.00 of the total value of construction; plus

Once all the Conditions in the Site Plan Agreement have been complied with and there are no deficiencies noted during the Site Plan Compliance Review, the deposits will be released to the then owner of the property as follows:

- a. Off-site Deposit reduced to 10% until the end of the 1-year maintenance period.
- On-site Deposit reduced to 10% until the end of the 1-year maintenance period.

10.87 Costs

Unless otherwise negotiate payment of all fees/costs associated with the agreement, or the works required within the agreement, shall be the responsibility of the Applicant/property owner.

11. SCHEDULE

Schedule 1 and Schedule A forms part of this **B**by-law.

12. REPEAL

By-law Number-78 2016 and 189 2010 23-2023 is hereby repealed.

13. SHORT TITLE

This $\underline{\mathsf{Bb}}$ y-law may be cited as the Site Plan Control By-law, 202 $\underline{\mathsf{52}}$.

In this By-law, unless the context requires otherwise, the following definitions and interpretations shall apply:

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- 14.1 **Building By-law** means any By-law of the Corporation passed pursuant to the *Building Code Act*, as amended;
- 14.2 Building Permit means a permit required by the Building By-law;
- 14.3 Commercial Parking Lot means an open area, including any related aisles, parking spaces, ingress and egress lanes, other than a public street or public lane or parking structure, used for the temporary parking of five or more motor vehicles and available for the public and/or private use, whether or not for compensation or as an accommodation for tenants, employees, clients or customers, other than parking areas which are accessory to a permitted use on the same lot. A commercial parking lot shall have its principal access to a public street or public laneway and shall constitute the main use of the lot;
- 14.4 **Commercial Parking Structure** means a partially open and/or enclosed area, including any related aisles, parking spaces, ingress and egress lanes, other than a public street or public lane, used for the temporary parking of five or more motor vehicles and available for public and/or private use, whether or not for compensation or as an accommodation for tenants, employees, clients or customers, other than parking areas which are accessory to a permitted use on the same lot. A commercial parking structure shall have its principal access to a public street or public laneway and shall constitute the main use of the lot;
- 14.6 **Corporation** means The Corporation of the City of Kenora;
- 14.7 **Council** means the Municipal Council of the Corporation of the City of Kenora;
- 14.8 -Community Home means a community-based group living arrangement, in a single housekeeping unit, for up to a maximum of seven (7) individuals, exclusive of staff and/or receiving family, who are receiving care consistent with their needs. A Community Home is licensed, funded or approved by the Province of Ontario. Community Homes may provide an eighth bed on an emergency basis which shall be occupied for a maximum of thirty (30) days;
- 14.9 **Community Support House** means a community-based group living arrangement, in a single housekeeping unit, for persons from out of the City requiring primarily short term accommodation, which may include incidental counselling services. A Community Support House is intended to provide accommodation for the relatives and friends of persons who may be incarcerated in a local penal institution or who may be receiving treatment in a local medical facility. A Community Support House is licensed, funded or approved by the Province of Ontario;
- 14.10 **Corrections Residence** means a group living arrangement, in a secure facility for persons who have been placed on probation, who have been released on parole, who are admitted to the facility for correctional or rehabilitation purposes or who are awaiting trial, and live together under responsible twenty-four (24) hour secure supervision consistent with the requirements of its residents and accepted standards for secure detention. A Corrections residence is licensed, funded or approved by the Province of Ontario or the Federal Government;

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- 14.11 **Crisis Care Shelter** means a group living arrangement, in a single housekeeping unit, for persons in a crisis situation requiring shelter, protection, assistance, counselling or support and in which it is intended that short term accommodation of a transient nature be provided. A Crisis Care Shelter is licensed, funded or approved by the Province of Ontario;
- 14.12 **Development** means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of substantially increasing the size or usability thereof, or the laying out and establishment of a commercial parking lot or of sites for the location of three or more trailers or of sites for the construction, erection or location of three or more land lease community homes as defined in subsection 46 (1) of the *Planning Act* R.S.O. 2001, c. P.13, s. 41 (1); 1994, c. 4, s. 14; 2002, c. 17, Sched. B, s. 14 (1).
- 14.13 Detoxification Centre- means an institution or single housekeeping unit in which persons who are addicted to chemical substances and/or alcohol are admitted for withdrawal, treatment and/or rehabilitation and live together under responsible twenty-four hour supervision consistent with the requirements of its residents. A Detoxification Centre is licensed, funded or approved by the Province of Ontario and shall be registered with the City of Kenora;
- 14.14 **Drawing** means a graphic rendering, bearing a drawing number, date or date of revision and drawn to scale, showing plan, elevation and cross-section views for each industrial and commercial building to be erected and for each residential building containing twenty-five or more dwelling units to be erected, which is sufficient to display:
 - (a) the massing and conceptual design of the proposed building;
 - (b) the relationship of the proposed building to adjacent buildings, streets and exterior areas to which members of the public have access; and
 - (c) the provision of interior walkways, stairs and escalators to which members of the public have access from streets, open spaces and interior walkways in adjacent buildings.
- 14.15 **Erect** means the carrying out of any activity within the meaning of Development herein;
- 14.16 **Land** includes lands, tenements, and herediments, and any estate or interest therein, and any right or easement affecting them, and lands covered with water and any right or easement affecting them:
- 14.17 **Land Lease Community Home** means any dwelling that is a permanent structure where the owner of the dwelling leases the land used or intended for use as the site for the dwelling, but does not include a mobile home;
- 14.18 **Municipal Act** means the <u>Municipal Act</u>, R.S.O. 2001, Chapter M.45, and any amendments thereto;
- 14.19 Person includes any association, firm, partnership, syndicate, company, Corporation, its agents or trustee, and the heirs, administrators, executors,

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assigns and other legal representatives of such person to whom the context may apply according to law;

- 14.20 **Plan** means a formal drawing, bearing a drawing number, date or date of revision and author's registration stamp drawn to scale and showing;
 - (a) the location of all buildings and structures to be erected;
 - (b) the location of all facilities and works to be provided in conjunction with
 - (1) above; and
 - (c) all facilities and works required by Council pursuant to Section 41 of the *Planning Act*, R.S.O. 2001, Chapter P-13 as amended;
 - –14.21 **Planning Act** means the <u>Planning Act</u>, R.S.O. 2001, Chapter Pamended;
- 14.22 **Recovery Homes** means a group living arrangement, in a single housekeeping unit that is developed for the treatment and education of persons with alcohol or drug related problems and/or dependencies. Recovery Homes provide a continuum of care through short-term or long-term residential programs offering a wide variety of therapies dealing with the individual's physical, social, psychological, occupational, spiritual and nutritional needs. Recovery Homes shall provide responsible twenty-four (24) hour supervision, consistent with the needs of the residents. A Recovery Home is licensed, funded or approved by the Province of Ontario;
- 14.23 **Residential Care Facilities** means a community based community-based arrangement, in a single housekeeping unit, for eight (8) or more individuals, exclusive of staff and/or receiving family, who are receiving care and/or supervision consistent with their needs. A Residential Care Facility is licensed, funded or approved by the Province of Ontario;
- 15.—<u>Effect and Force</u>

That this By-law shall take effect and come into force upon third and final reading thereof.

By-law read a First and Second	
-	, 202 <u>5</u> 3
By-law read a Third and Final t	$ extstyle{f extstyle{}{}}$ ime this $ extstyle{}{}$ day of
	202 <u>5</u> 3
The Corporation	of the City of Kenora:-
	Andrew Poirier, Mayor

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Heather L. Pihulak, City Clerk

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2025 Municipal Accommodation Tax Program

Summary of inflows and outflows

\$ 630,416
\$ 850,000 3/4 year impact due to April implementation date of 5% MAT
\$ 400,000
\$ 165,000
\$ 915,416
\$ 201,416
\$ \$ \$ \$ \$ \$ \$

Marketing (Tourism/Economic Development)

Activation (Tourism)

Economic Development (Strategic)

Economic Development - Business Retention & Attraction

Infrastructure (Tourism/Economic Development)

Study (Economic Development/Tourism)

Le	ge	no	1	

 Projects and Initiatives	202	25 Budget	<u>Notes</u>
			This includes regular marketing activities (seasonal campaigns, holiday promotions, Glad You
			Are Here). Incremental opportunities include I Heart Kenora. Billboard resurfacing (Hwy 71 and
Annual Marketing Allocation	\$	140,000	Greenbelt). Targeted campaigns across socials.
			RFP submissions are coming in higher than anticipated requiring an additional \$15,000 in
Housing Needs Assessment	\$	15,000	support
Coney Island Shuttle	\$	4,000	Last year of the current contract - will examine opportunity to re-tender in 2026
BR+E Implementation	\$	15,000	Activities to support initiatives as a result of the BR+E Survey
Contribution to the new economic development and tourism			
strategy	\$	25,000	Apply in late 2025 for a project to begin in 2026 and be completed in 2027
		·	This is funds to augment KHA special events based on the volume of applications received in
Support for Special Events	\$	45,000	2024

		Interactive tourism kiosks for Discovery Centre - move away from book racks to floor mounted
Discovery Centre Kiosks	\$ 25,000	digial units. Potential to receive funding from DNO
Public Space Enhancement	\$ 15,000	New public space activation infrastructure similar to two installed on Green Belt.
		Events that support local business and activation of the community; included Main Street
Special Events- City Implementation	\$ 45,000	Markets, Park Activation (movies in the park), Frost Bites, Party on the Pier, etc.
Discovery Travelling Centre Exhibit	\$ 20,000	May not be required based on conversation with SN
Mill Site Economic Analysis (Hospital)	\$ 15,000	Assess potential impact of hospital and surrounding development at the former stud mill site
		A reserve for a new building to replace the Thistle Pavilion - detailed design project approved in
Harbourfront Building - Reserve	\$ 50,000	2025

Total	\$	414,000
	·	

Additional Initiatives

Community Organization Investment Fund		\$50,000	Mount Evergreen request to support upgrades requied for the tow rope.
			Contribution from MAT in support of economic development initiatiaves that fall outside of
			façade improvements and other incentives currently being funded through Council's annual
Contribution to CIP	\$	250,000	\$125,000 contribution to CIP
Total Expenditures 2025	\$	714,000	
Closing Balance Dec. 31, 2025	\$	201.416	

Carryovers (previously approved by Council in 2024)

Shade Structure - Garrow Park	\$ 25,000	Project to be completed in 2025
Event Attraction - Reserve	\$ 25,000	This is for a larger event where we need to build up sufficient funds to pay for the new event
CIP Detailed Review	\$ 75,000	Secured project has been started (received \$75,000 from RED) - Project underway
Investment Atrraction 2.0	\$ 50,000	(received \$125,000 from FEDNOR) - Project underway
McLeod Park 2.0	\$ 150,000	(NOHFC contribution \$450,000) - Project Underway
Thistle Pavilion Detailed Design	\$ 75,000	(have received \$125,000 contribution from FEDNOR)
2024 Total Carry Forward Projects	\$ 400,000	

Project Name: Annual Marketing Allocation

Project Description:

This is a broad category of annual marketing activities and events that are intended to stimulate tourism and economic development activity and support and enhance our local businesses. Items include; seasonal campaigns, holiday promotions, Glad You Are Here, Frostbites. New initiates such as: I Heart Kenora. Resurfacing of billboards (Hwy 71 and Greenbelt). Influencers and marketing activities across our various social media platforms or in collaboration with partners such as; Destination Northern Ontario, Destination Ontario and Sioux Narrows/Nestor Falls.

5 Year Economic Development & Tourism Strategy

Objective: 1.1: Enhance four-season visitor experiences.

Tactic: Support and develop effective marketing and promotion of local and regional tourism products

Tactic: Develop off-season focused programming in Kenora.

Action: Develop joint marketing and advertising campaigns that feature local and regional tourism offerings.

Action: Leverage capacity of industry, government and other non-government organizations responsible for marketing

and promotion regionally, provincially and nationally (e.g. Sioux Narrows/Nestor Falls, Destination Northern Ontario,

Destination Ontario).

Action: Improve highway and road signage, including directional, wayfinding and highway advertising for tourism amenities.

Action: Implement data driven advertising campaigns in target regions, including emerging and non-traditional visitor

markets.

Projected Expense: \$140,000

Project Name: Housing Needs Assessment

Project Description:

The purpose for this funding is to provide additional necessary financial support to the Housing Needs Assessment Project that is vital in the City's relationship with CMHC. The City was able to get some funding from FEDNOR in support of this project however the monies came up short once submissions were recieved and given the eligibility criteria of the funding. This project is vital to support the City as it makes applications to Federal and Provincial Funding because it will demonstrate the current shortfall of housing in Kenora. This will support applications with some current state data which the City has never had. The abscence of this data has created a challenge for Developers seeking funding under the Apartment Construction Loan Program through CMHC and is delaying the construction of multi-unit residental affordable and market rate builds.

Strategic Plan - Charting Our Course

Goal 1.1: Position Kenora for growth through proactive infrastructure planning

5 Year Economic Development & Tourism Strategy

Objective: 2.1: Activate development on Kenora's vacant and underutilized lands

Tactic: Improve awareness of development opportunities, incentives and partnerships available for vacant and underutilized lands through marketing efforts.

Action: Develop package/inventory of available funding and grant opportunities for govenment and non-government sources that are available to local businesses.

Projected Expense: \$15,000

Project Name: Business Retention and Expansion Activities

Project Description:

This is to support activities coming from the results of the from the Delivery of Deloitte survey in January 2024. It includes activities that help support the retention and expansion of our local businesses over the course of the year. Examples include: speaker series, local shopping campaigns, workforce attraction, business retention and expansion special events to support information sharing and linkages with other organizations supporting local business.

5 Year Economic Development & Tourism Strategy

Objective: 2.2: Support the growth and retention of local businesses and emerging sectors.

Tactic: Provide supports and information to new and existing businesses through community partner and City led initiatives.

Action: Conduct annual business surveys to understand developments and perceptions of Kenora as a place to do business.

Projected Expense: \$15,000

Project Name: Coney Island Shuttle

Project Description:

This is the last year of a four year contract. The purpose of this expense is to help off-set the operating cost of a business in support of providing boat access to Coney Island for both residents and tourist. Ridership was up 33% in 2024 over 2023. This Staff will examine the opportunity to retender for 2026.

5 Year Economic Development & Tourism Strategy

Objective: 1.3: Improve lake access and boating infrastructure.

Tactic: Undertake initiatives to enhance infrastructure and services that promote lake access and

use.

Action: Establish a Coney Island shuttle service.

Projected Expense: \$4,000

Project Name: Contribution to New Economic Development and Tourism Strategy

Project Description:

An allocation in 2025 will allow Economic and Tourism to submit an application for funding for the creation of a new economic development and tourism strategy. In 2026, there will also be a \$25,000 from MAT. This should enable the City to secure an additional \$50,000 through one of the funding agencies. The current strategy is sunsetting in 2026. The project will happen in 2027 and after the development of the City of Kenora new strategic plan. It is anticipated that this plan will be a ten (10) year plan.

5 Year Economic Development & Tourism Strategy

Objective: Build a small reserve to enable a funding application for a future project

Tactic:
Action:

Projected Expense: \$25,000

Project Name: Special Events Grants

Project Description:

Funds allocated to augment Kenora Hospitality Alliance special events grant funding program based. In 2024, applications outpaced funding available. This process would overseen by the Tourism Department in collaboration with the KHA and include an annual intake and application process. Consideration is being given to an shoulder season intake to stimulate shoulder season special events.

5 Year Economic Development & Tourism Strategy

Objective: 1.4: Advance Kenora's position as a host community for special events.

Tactic: Support event development and growth in Kenora.

Projected Expense: \$45,000

Project Name: Discovery Centre Kiosks

Project Description:

The current information displays used at the Discovery Centre are in need of replacement. This project will be to source and install interactive information kiosks for the Lake of the Woods Discovery Centre moving away from traditional pamphlet racks. Visitors will experience a more engaging experience through these state-of-the-art kiosks. There may be a potential to receive funding from Destination Northern Ontario

5 Year Economic Development & Tourism Strategy

Objective: 1.1: Enhance four-season visitor experiences.

Tactic: Support and develop effective marketing and promotion of local and regional tourism

products.

Action: Work with vendors and operators to develop new attractive visitor packages and marketing.

Projected Expense: \$25,000

Project Name: Public Space Infrastructure Enhancements

Project Description:

Installation of additional elements at key locations in the community to activate areas with locals and residents. This is consistent with the two items (sunglasses and kiosk) installed on the greenbelt last year.

5 Year Economic Development & Tourism Strategy

Objective: 3.3: Develop and invest in strategic infrastructure that supports economic and tourism growth.

Tactic: Enhance Kenora's Harbourtown Centre, Harbourfront, Beaches, Parks and key natural areas.

Action: Install seasonal placemaking installations throughout Harbourtown Centre, Harbourfront and Keewatin Core areas.

Projected Expense: \$15,000

Project Name: Special Events City Led Activities

Project Description:

Tourism and Economic Development are evaluating supporting events that activate the community. This could includes activities like; movies in the park, street parties, pier parties or other innovative events that get residents, seasonal residents and tourists out and engaged. Costs are broad and include artist fees, licensing fees, set-up and tear down, advertising support, rentals, other miscellaneous cost.

5 Year Economic Development & Tourism Strategy

Objective: 1.4: Advance Kenora's position as a host community for special events.

Tactic: Support event development and growth in Kenora.

Action:

Projected Expense: \$45,000

Project Name: Discovery Centre Exhibit

Project Description:

Enhance the Lake of the Woods Discovery Center through the acquisition of a temporary or permanent exhibit. Past exhibits have included Artic Voices, Beyond Human Limits, etc. These exhibits have a proven track record of increasing visitors to the Discovery Centre.

5 Year Economic Development & Tourism Strategy

Objective: 1.1: Enhance four-season visitor experiences. **Tactic:** Develop off-season focused programming in Kenora.

Action: Continue to create new and enhance existing attractions and exhibits at the Lake of the

Woods Discovery Centre including off-season programming (e.g. Speaker series).

Projected Expense: \$20,000

Project Name: Harbourfront Building - Reserve

Project Description:

Establish a reserve for a new building to support special events on the Harbourfront. The detailed design portion received funding from FedNor in 2025. The design work is to be completed by February 28, 2026. By starting a reserve, when funding becomes available the City will be able to leverage monies in the reserve to receive funding in support of the construction of a new administrative and tourism office at the Harbourfront.

5 Year Economic Development & Tourism Strategy

Objective: 3.3: Develop and invest in strategic infrastructure that supports economic and tourism growth.

Tactic: Implement recommendations of the Harbourfront Business Development Plan.

Action:

Projected Expense: \$50,000

Project Name: Community Organization Tourism Investment Fund - Mount Evergreen

Project Description:

The City is approached on a regular basis by organizations that require financial support to advance their operations. The intent of the funds is not in support of specific special events but instead to support infrastructure improvement. Recent examples include; Mount Evergreen Ski Hill, Kenora Nordic & Biathlon Club, Sunset Trail Riders and the Kenora Airport. The City received a request from Mount Evergreen Ski Club to support infrastructure upgrades necessary to operate their tow rope.

5 Year Economic Development & Tourism Strategy

Objective: 1.1: Enhance four-season visitor experiences.

Tactic: Support efforts to improve facilities and infrastructure to promote four-season tourism.

Projected Expense: \$50,000

Project Name: Contribution to CIP Program

Project Description:

Community Improvement Plan (CIP) funding has historically been allocated through net tax levy at a rate of \$125,000 per year. Funds are usually directed toward façade improvements where there is private sector investment as part of the funding eligibility. The City of Kenora is currently revamping it's CIPs as part of the Official Plan and Zoning By-Law project. As part of the CIP project, a review was done of other municipalities from the perspective of best practices. It is clear that other municipalities are funding at a higher level. This contribution through MAT is intended to stimulate economic development activities such as housing development. These funds cannot be dispersed until the new CIP is approved by Council which is anticipated to be late summer of 2025. These funds are intended to be incremental to those funds allocated under the operating budget.

5 Year Economic Development & Tourism Strategy

Objective: 3.3: Develop and invest in strategic infrastructure that supports economic and tourism growth.

Tactic: Facilitate housing development to support community economic growth.

Action: Market opportunities for housing development supported by current and future Community Improvement Plans (CIPs).

Projected Expense: \$250,000

Project Name: Northern Policy Institute Economic Impact and Analysis - Mill Property

Project Description:

The former property of Kenora Forest Products includes approximately 115 acres of land. Preliminary plans have been developed which include designating approximately 35 acres toward a new All Nations Health Partners \$1 B hospital, 161 bed long-term health care facility and a centre of care for other health care related service. There has also been preliminary discussion about allocating a portion of the property for commercial development and another portion for housing developments. The economic potential that a development of this order of magnitude represents for the City of Kenora is material and needs to be assessed. The purpose of this project is to have the Northern Policy Institute analyze recent hospital projects and developments that have taken place in the areas within close proximity of major hospital infrastructure projects. This information will help the City understand likely scenarios for increased development and assessment. In addition the information will help support targeted marketing to developers that have natural synergies to health care facilities. These could include; hotels, professional services buildings, restaurants and other supporting businesses.

5 Year Economic Development & Tourism Strategy

Objective: 2.2: Support the growth and retention of local business and emberging sectors

3.2: Undertake planning activities that support tourism and economic development activities

Action: 1. Undertake analysis of priority sectors to support Kenora's economic competitiveness. **2.** Explore opportunities to capture exonomic spinoffs resulting from major industrial and resource development projects

Projected Expense: \$15,000 (This project is \$60,000 - NPI is funding \$15,000 and FEDNOR for the remainder)

