



**City of Kenora
Committee of the Whole Agenda**

**Tuesday, October 14, 2025, 9:00 a.m.
City Hall Council Chambers**

Pages

1. 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, October 14, 2025 meeting:-

- Update the City's Investment Policy Statement (IPS)
- Establish the 2026 Council Meeting Calendar & Conference Attendance
- Amend the Tariff of Fees & Charges to increase ice candle fees

2. Land Acknowledgement

- Councillor Moncrief

3. Declaration of Pecuniary Interest & General Nature Thereof

- On today's agenda
- From a meeting at which a Member was not in attendance.

4. Confirmation of Previous Committee Minutes

- September 9, 2025 Regular Committee of the Whole
- September 18, 2025 Special Committee of the Whole

5. Deputations/Presentations

- None

6. Reports:

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8.	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:	
	- Receiving advice that is subject to solicitor-client privilege, including communications necessary (1 matter)	
	- Educating & Training Members of Council (1 matter-Development update)	
	- Personal matters about an identifiable individual (1 matter-Community Safety & Well-Being Plan Implementation Committee appointment)	
	- A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (1 matter-contract negotiations)	
9.	Adjournment	



October 14, 2025

City Council Committee Report

To: Mayor and Council

Fr: Ryan Marsh, Director of Finance

Re: Investment Policy Statement Review - 2025

Recommendation:

That Council hereby accepts the Investment Policy Statement (IPS) for the City of Kenora investments; and further

That in accordance with By-law Number 160-2022, public notice is hereby given that Council intends to amend the Investment Policy Statement which was passed under Authorizing By-law #47-2020; and further

That Council give three readings to a By-law to amend the IPS.

Background Information:

On February 18, 2020, Council reviewed and approved the initial IPS which was formally adopted through the Authorizing By-law #47-2020. Council is required to review and update the IPS annually. The attached IPS remains unchanged from 2024.

The review of the IPS must consider the adequacy of funding for capital works and the flexibility of the time frame to payout and sensitivity of loss.

Based on the capital funding requirements for 2025 and the 10-year capital plan, a balance of MNRI (money not required immediately) was provided to forecast the City's commitments. Also, in reviewing the funds required for the upcoming expected obligations for the next 24 months, it is expected that the City will have the ability to meet current funding requirements. There is flexibility within the fund as a portion is held in a High Interest Savings Account which gives the City immediate access to the funds if required, without penalty or loss.

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

Risk analysis: The risk associated with this report is low.

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

INVESTMENT POLICY STATEMENT

FOR

THE CITY OF KENORA (the “Municipality”)

~~NOVEMBER 12~~ OCTOBER 21, 2024 ~~2025~~

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The City of Kenora

Investment Policy Statement

OVERVIEW

Municipalities that are subject to the *Municipal Act, 2001* (the “**Act**”) have no general power to invest money. Such powers must be found either in express provisions of the Act or by necessary implication.

Historically, municipalities that are subject to the Act had very limited express investment powers under section 418 of the Act. Section 418 continues to apply to all municipalities that are subject to the Act unless they elect to pass a by-law pursuant to the new section 418.1. Section 418 of the Act provides that “money that is not required immediately” can only be invested in securities prescribed by the Province in O. Reg. 438/97 (the “**Regulation**”). These prescribed securities are generally referred to as the “Legal List Securities” and are included in Part I of the Regulation.

Effective January 1, 2019, the new section 418.1 of the Act came into force. Section 418.1 provides that “money that is not required immediately” can be invested under that section in any security, provided that in making the investment the municipality exercises the care, skill, diligence and judgment that a prudent investor would exercise in making the investment. If a municipality elects to pass a by-law under section 418.1, the effect will be that its “money that is not required immediately” must be invested in accordance with the prudent investor regime. The rules, conditions and procedures that apply to investments under section 418.1 are set out in Part II of the Regulation.

Investing “money that is not required immediately” (MNRI) in Legal List Securities or in accordance with the prudent investor regime are mutually exclusive alternatives. That is to say, section 418 does not apply to a municipality that has adopted the prudent investor regime under section 418.1.

Every municipality, regardless of whether section 418 or 418.1 applies to it, has MNRI and also money that is required immediately (MRI). Municipalities retain the management and control of their MRI. The Act does not include any express provisions that deal with the investment of MRI. However, it is consistent with prudent practice to invest such money until it is actually spent, in order to preserve the capital value of that money. Accordingly, it is necessarily implied that a municipality has the power to invest such money on a short-term basis. Because the Act is silent as to how municipalities are to deal with MRI and because of the historical investment powers under the Act, a conservative approach is to invest MRI in appropriate Legal List Securities.

Municipalities that elect to pass a by-law pursuant to the new section 418.1 include in their investment policy (i) the basis upon which they distinguish between MNRI and MRI, and (ii) principles governing the investment of each category of money. This Investment Policy Statement (IPS) is intended to respond to the foregoing requirements

1. GLOSSARY AND DEFINITIONS

The following capitalized terms are defined terms which have the meanings set out below:

Act: means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended from time to time.

Agent: means any administrator, Custodian, payment servicer, portfolio manager, investment counsel, consultant, banker, broker, dealer or other service provider engaged or appointed by ONE JIB and authorized by ONE JIB to exercise any of the functions of ONE JIB pursuant to a written agreement, in the manner and to the extent provided in the Regulation and without limiting the generality of the foregoing, Agent includes ONE Investment.

Asset Class: An asset class is a specific category of assets or investments, such as cash, fixed income, equities, alternative investments, real estate etc.

Asset Mix (or Asset Allocation): means the proportion of each asset class in a portfolio. Asset classes include bank deposits, money market securities, bonds and equities, among other things.

Authorizing By-law: means a by-law of a Founding Municipality which authorizes: (i) the entering into of the Initial Formation Agreement; (ii) the establishment of ONE JIB; (iii) the approval of the Client Questionnaire and the adoption of the IPS; and (iv) the entering into of the ONE JIB Agreement.

Benchmark: means an index that is representative of a specific securities market (e.g. the S&P/TSX Composite Index, the FTSE/TMX 91 Day T-bill Index, etc.) against which investment performance can be compared. Performance benchmarks refer to total return indices in Canadian dollar terms.

CFA Institute: refers to the global, not-for-profit professional association that administers the Chartered Financial Analyst (CFA) and the Certificate in Investment Performance Measurement (CIPM) curricula and examination programs worldwide, publishes research, conducts professional development programs, and sets voluntary, ethics-based professional and performance reporting standards for the investment industry.

Credit Risk: means the possibility of a loss resulting from a borrower's failure to repay a loan or meet contractual obligations. That is, the risk that a lender may not receive the owed principal and interest.

Custodian: means a specialized financial institution that is responsible for safeguarding a municipality's investments and is not engaged in "traditional" commercial or consumer/retail banking. Global custodians hold investments for their clients in multiple jurisdictions around the world, using their own local branches or other local custodian banks ("sub-custodians" or "agent banks").

Derivative: A derivative is a contract between two or more parties whose value is based on an agreed-upon underlying financial asset (like a security) or set of assets (like an index). Common underlying instruments include bonds, commodities, currencies, interest rates, market indexes, and stocks.

Environmental, Social and Governance (ESG) Investing: means considering and integrating ESG factors into the investment process, rather than eliminating investments based on ESG factors alone. Integrating ESG information can lead to more comprehensive analysis of a company.

External Portfolio Managers: means external third-party investment management firms whose investment offerings are accessed by ONE JIB directly or through services provided to a Pooled Fund. External Portfolio Managers are agents authorized by ONE JIB in accordance with Part II of the Regulation.

Interest Rate Risk: refers to the possibility that the value of a bond or other fixed-income investment will suffer as the result of a change in interest rates. Interest rate risk can be managed to help improve investment outcomes.

Internal Controls: means a system of controls that may include authorities, policies, procedures, separation and segregation of duties, compliance checks, performance measurement and attribution, reporting protocols, measures for safekeeping of property and data, and the audit process.

Investment Plan: means the investment plan applicable to the Long-Term Funds investments and adopted by ONE JIB under the Regulation, as it may be amended from time to time.

Investment Policy Statement (IPS): means the investment policy applicable to the Municipality's investments adopted and maintained by the Council of the Municipality for Long-Term Funds under the Regulation, and for Short-Term Funds, as the same may be amended from time to time. The IPS may also apply to the money and investments held by the Municipality for the benefit of persons other than the Municipality itself and may make reference to source(s) of money in which the Municipality may have an indirect interest but which the Municipality has no authority to invest.

JIB: is short for Joint Investment Board and means a joint municipal service board that is established under section 202 of the Act by two or more municipalities for the purposes of Part II of the Regulation.

Legal List Securities: means the securities and other investments and financial instruments that are included from time to time in Part I of the Regulation.

Leverage: means an investment strategy of using borrowed money—specifically, the use of various financial instruments or borrowed capital—to increase the potential return of an investment. Typically leverage also tends to increase investment risks.

Local Distribution Corporation or LDC: means a corporation incorporated under section 142 of the *Electricity Act, 1998*.

Long-Term Funds: means money that the municipality has defined as long-term and characterized as money that is not required immediately by the Municipality as described in section 5.2. Monies that are Long Term Funds will be invested in accordance with the Prudent Investor Standard.

Modern Portfolio Theory: means a theory of portfolio management that looks towards the portfolio as a whole, rather than towards the prudence of each investment in the portfolio. This is found in the CFA Institute Standards of Practice Handbook.

Municipality: means the City of Kenora.

ONE JIB: means ONE Joint Investment Board, established by certain founding municipalities under section 202 of the Act as a JIB for purposes of Part II of the Regulation, which is the duly appointed JIB for the Municipality, as constituted from time to time and which acts in accordance with the Act, the Regulation, the ONE JIB Agreement, including the Terms of Reference, this IPS and the Investment Plan.

ONE JIB Agreement: means the agreement effective as of July 2, 2020, entered into in accordance with the requirements of the Regulation, pursuant to which ONE JIB has control and management of the Municipality's Long-Term Funds.

Outcome: in the context of the municipality's IPS the word 'outcome' is used interchangeably with 'solutions'. Investment outcomes are a set of investment allocations with varying risk/return characteristics. The outcomes assigned to each investor are intended to reflect the needs and circumstances of the municipality. MNRI may be invested into several outcomes based on the characteristics of the municipality's accounts/reserves and its saving and spending needs.

ONE JIB's Outcome Framework: a set of Investment Outcomes designed by the ONE JIB to categorize the potential goals of investing MNRI. Each Outcome has a unique Asset Allocation with risk/return characteristics that are aligned with the intended use of the funds assigned to the outcome.

Participating Municipality: means from time to time each of the municipalities for whom ONE JIB acts as the JIB under the terms of the ONE JIB Agreement.

Pooled Fund: means a unit trust established under a trust instrument, generally not available to the public, in which institutional, sophisticated or high net worth investors contribute funds that are invested and managed by an External Portfolio Manager. Funds are pooled or combined with funds of other investors.

Portfolio: means any collection of funds that are grouped together and required for specific purposes.

Proxy Voting: means a legal transfer to another party of a shareholder's right to vote thereby allowing shareholders who cannot attend meetings to participate. External Portfolio Managers usually vote proxies on behalf of their clients.

Prudent Effective Date: means July 2, 2020, the date on which the prudent investor regime applies to the Municipality.

Prudent Investor Standard: means the standard that applies when the Municipality invests money that it does not require immediately under section 418.1 of the Act. It requires the Municipality to exercise the care, skill, diligence and judgment that a prudent investor would exercise in making such an investment and the standard does not restrict the securities in which

the Municipality can invest. The Prudent Investor Standard makes use of Modern Portfolio Theory and applies the standard of prudence to the entire portfolio in respect of the Municipality's Long-Term Funds rather than to individual securities. It identifies the fiduciary's central consideration as the trade-off between risk and return as found in the CFA Institute Standards of Practice Handbook.

Regulation: means Ontario Regulation 438/97.

Risk: means the uncertainty of future investment returns.

Risk Tolerance: means the financial ability and willingness to absorb a loss in return for greater potential for gains.

Securities Lending: means loaning a security to another market participant. The borrower is required to deliver to the lender, as security for the loan, acceptable collateral with value greater than the value of the securities loaned. The Securities Lending program is managed by the Custodian on behalf of investors. A Securities Lending program is widely used by institutional investors to generate additional marginal returns on the total portfolio.

Short-Term Funds: means money that is required immediately by the Municipality as described in section 5.1 and which remains under the control and management of the Municipality. The funds can be invested in appropriate Legal List Securities.

Sinking Fund: means a fund established to fulfil the requirements to make annual contributions in respect of various debenture issues wherein money is to be regularly set aside for the payment of the principal of the debentures at maturity.

Sinking Fund Required Contributions (Annual Sinking Fund Requirement): means the amount of money to be set aside each year for deposit into a sinking fund or a retirement fund, as applicable, for each sinking fund and term debenture issue in accordance with the Municipality's debenture by-laws.

Sinking Fund Required Earnings: means the investment earnings needed for the Sinking Fund Contributions to continue to grow to a value sufficient to repay the principal at maturity for each issue of sinking fund and term debentures.

Sinking Fund Excess Earnings: means the investment earnings in excess of the required earnings.

2. PURPOSE AND LEGISLATIVE FRAMEWORK

2.1 Purpose of Policy

This IPS governs the investment of the Municipality's MNRI and MRI. It is intended, among other things, to direct the Manager of Finance/Treasurer in the investment of MRI and to direct ONE Joint Investment Board (ONE JIB) in the investment of MNRI by implementing the Authorizing By-law #37-2021 pursuant to which the Municipality authorized the establishment of guidelines for the prudent management of the Municipality's MNRI pursuant to section 418.1 of the Act.

In addition to the Municipality's MRI and MNRI, the Municipality is from time to time entrusted with the management of money and investments for a third-party beneficiary ("third-party trust funds").

There are also source(s) of money in which the Municipality may have an indirect interest but which the Municipality currently has no authority to invest. Such source(s) of money, referred to in this IPS as "designated funds", are listed in Schedule A attached hereto. The designated funds are identified in this IPS for the sole purpose of enabling the Municipality to better see, on an aggregated basis, the various financial assets in which the Municipality has an interest. The Municipality is not responsible for the investment activities or performance of designated funds.

The goals of this IPS are to:

- Define and assign responsibilities for investment of MRI and MNRI;
- Describe the Municipality's responsibilities with respect to third-party trust funds and designated funds
- Ensure compliance with the applicable legislation;
- Direct ONE JIB as to the Municipality's investment goals and risk tolerance;
- Provide guidance and limitations regarding the investments and their underlying risks;
- Establish a basis of evaluating investment performance and the underlying risks; and,
- Establish a reporting standard to Council.

This IPS applies to employees of the Municipality, to ONE JIB and to the employees of ONE Investment. ONE JIB, the Manager of Finance/Treasurer, and any agent or advisor providing services to ONE JIB in connection with the investment of the portfolio shall accept and strictly adhere to this IPS.

2.2 Governing Legislation

Investments of MRI will, in accordance with this IPS, only be made in Legal List Securities.

Investments of MNRI are governed by the Prudent Investor Standard in accordance with Section 418.1 of the Act. This standard is similar to that which governs trustees and pension fund administrators and creates a fiduciary responsibility. Prudent investment in

compliance with the Act and the Regulation enhances the potential for the Municipality to earn improved risk-adjusted rates of return.

Money and investments that the Municipality holds as third-party trust funds or has an interest in as designated funds will be subject to applicable legislation and any related agreements or instruments.

The Act provides that the Municipality must consider the following criteria in planning investments of MNRI, in addition to other criteria relevant to the circumstances:

- General economic conditions;
- The possible effect of inflation or deflation;
- The role that each investment plays within the Municipality's total portfolio of investments;
- The expected total return from income and the appreciation of capital; and
- Needs for liquidity, regularity of income and preservation or appreciation of capital.

2.3 Prudent Investor Standard

For MNRI, the standard to be used by the Municipality and ONE JIB shall be the Prudent Investor Standard as required by section 418.1 of the Act and Part II of the Regulation in the context of managing the Municipality's MNRI and investments thereof. Investments shall be made with the care, skill, diligence, and judgment, taking into account the prevailing circumstances that persons of prudence, discretion and integrity would exercise in the management of investments, considering the necessity of preserving capital as well as the need for income and appreciation of capital. The Act includes a duty to obtain the advice that a prudent investor would obtain under comparable circumstances.

As well, the Prudent Investor Standard makes use of Modern Portfolio Theory, which looks towards the portfolio as a whole, rather than towards the prudence of each investment in the portfolio.

Officers, employees and investment agents acting in accordance with written procedures and the IPS and exercising due diligence shall take all necessary actions to optimize performance of investments on a portfolio basis, taking into account the prescribed risk and other parameters set out in this IPS and market factors. The Municipality's staff acting in accordance with written procedures and this IPS, shall be relieved of personal responsibility for an investment's performance, provided underperformance relative to expectations is reported to Council and the liquidation or sale of investments is carried out in accordance with this IPS.

3. MONEY REQUIRED IMMEDIATELY AND MONEY NOT REQUIRED IMMEDIATELY

3.1 Determination of MNRI and MRI

Determination of the Municipality's MNRI is the responsibility of Council. In making the determination, Council may consider:

- the time horizon within which the monies are needed to meet financial obligations;
- the purpose for which the monies have been collected or set aside and are to be used;
- the source of the money; or
- any combination of the foregoing

The Municipality's MNRI will be comprised of money that is to be used to meet financial obligations that become due more than 24 months from the date of receipt of such money by the Municipality.

For certainty, all money and investments of the Municipality that have not been identified as MNRI (other than third-party trust funds and any designated funds referenced in Section 2.1) shall be deemed for purposes of this IPS to be MRI.

Determination of the Municipality's MNRI and MRI may be modified at any time and from time to time by action of Council and with respect to specific funds by the Manager of Finance/Treasurer in accordance with the provisions of Section 6.2.

Any changes in this IPS regarding the Municipality's MNRI and MRI must be communicated immediately in writing to ONE JIB.

3.2 Overview of Portfolios

The Municipality's portfolios represent funds required for specific purposes. A high-level description of each of these portfolios and their objectives is provided in Section 5 below. This IPS applies to the following money of the Municipality, its agencies, boards and commissions including:

- MRI which is invested in Legal List Securities; and/or
- MNRI which is invested under the Prudent Investor Standard.

4. ROLES AND RESPONSIBILITIES

4.1 Role of ONE JIB

ONE JIB has been appointed by the Municipality in accordance with the requirements of the Act and the Regulation and on the terms and conditions set out in the ONE JIB Agreement (Appendix I).

ONE JIB exercises control and management of the Municipality's MNRI and the investments made by it in accordance with the objectives and risk tolerance established in this IPS.

Among the responsibilities of ONE JIB are the following:

- Reviewing this IPS;
- Adopting and maintaining an Investment Plan that complies with this IPS;

- Engaging External Portfolio Managers, Custodians, administrators and other investment professionals (Agents);
- Allocating the money and investments under its control and management among External Portfolio Managers;
- Monitoring the performance of the Agents; and,
- Reporting to the Municipality.

The foregoing is subject to the more detailed terms and conditions contained in the ONE JIB Agreement.

4.2 Role of Municipal Staff

This IPS is approved and adopted by Council with input from the Manager of Finance/Treasurer, and from ONE JIB with respect to MNRI. MRI of the Municipality, and any third-party trust funds referenced in Section 2.1, remain under the control and management of the Manager of Finance/Treasurer.

Consistent with this IPS, the Manager of Finance/Treasurer is responsible for the implementation of the investment program and the establishment of investment procedures which shall include:

- Investment management of MRI and any third-party trust funds referenced in Section 2.1 by, or under the direction of, the Manager of Finance/Treasurer;
- The deposit or withdrawal of MNRI, under the explicit delegation of authority regarding MNRI, and the investment thereof, to ONE JIB, which is responsible for the control and management of such funds and investments; and,
- A system of controls exercised by the Manager of Finance/Treasurer to regulate the activities of subordinate officials.

No person including, without limitation, ONE JIB, may engage in an investment transaction except as provided under the terms of this IPS.

In the management of MRI of the Municipality, and any third party trust funds referenced in Section 2.1, the Manager of Finance/Treasurer may engage one or more agents and service providers. ONE Investment can assist with the investment of the Municipality's MRI, in Legal List Securities, and with the investment of third-party trust funds, in accordance with the terms of the applicable trust, if permitted, at the request of the Municipality.

4.3 Ethics and Conflicts of Interest

Individuals who are responsible for the City of Kenora's Short-Term Portfolio shall comply with the City of Kenora's conflict of interest guidelines and the relevant sections of the CPA Code of Professional Conduct.

ONE JIB, in its capacity as a joint municipal service board, in addition to being a local board of each member Municipality is subject to a Code of Conduct as required by the Municipal Act, 2001 (the "Act"). This Code of Conduct applies to the Chair and the other Members of ONE JIB acting in their capacity as Members of ONE JIB.

5. INVESTMENT

5.1 MRI: Short-Term Funds

The Municipality's MRI is described in this IPS as Short-Term Funds. Short-Term Funds consist of money needed to meet the short-term financial obligations of the Municipality and are controlled and managed by the Manager of Finance/Treasurer.

5.1.1 *Short-Term Funds: Investment Objectives*

The main focus of the investment of Short-Term Funds is cash management, and the interest income generated by the investment of these funds contribute to municipal revenues.

Capital preservation is the paramount objective for short-term investments, and these investments need to be highly liquid. Consequently, only high quality, short-term investments that are also Legal List Securities will be held in this portfolio. The Municipality may invest in fully liquid money market securities and deposit accounts. The Municipality aims to maximize returns subject to the constraints set out in Part I of the Regulation, as amended from time to time, with a view to preserving capital and to further manage risk through diversification by issuer and credit quality.

5.1.2 *Short-Term Funds: Eligible Investments*

Short Term Funds may be invested in high quality, short-term investments that are also Legal List Securities available from banks, dealers and other financial institutions. Investments issued or guaranteed by approved institutions will be permitted by this Policy, as deemed eligible by Ontario Regulation 438/97 or as authorized by subsequent provincial regulations. Investments will be limited to securities issues maintaining a minimum credit rating by an appropriate credit rating agency.

Eligible investments include the following offerings by ONE Investment:

- ONE Investment High Interest Savings Account;
- ONE Investment Money Market Portfolio; and,
- ONE Investment Canadian Government Bond Portfolio

Investment in the foregoing is subject to the Municipality entering into the prescribed Agency Agreement with LAS and CHUMS.

The investment objectives for short term funds, ranked in priority, are as follows:

a) Security of Principal

The primary objective for MRI is to ensure the security of principal. To minimize the risk of loss, investments shall be subject to minimum credit ratings and shall be diversified by maturity, type of investment and issuer. Investing activities will be reviewed on a regular basis as actual, revised and forecasted operating and capital plans are completed.

Maturity dates should be staggered so that investment cash inflows occur throughout the year.

b) Liquidity Requirements

Liquidity is measured by the ease with which securities can be converted to cash to meet forecast spending. The investments that are eligible under Ontario's Eligible Investments and Related Financial Agreements Regulation possess different features and thus market prices will vary depending on market conditions, as well as the particular features of the type of investment.

To ensure adequate liquidity, the Municipality's investments shall be diversified by holding securities of various terms to maturity and by various types of investments and issuers and to the extent possible, the term of such investments shall match the forecasted requirements for such funds to meet expenditures.

c) Rate of Return

The Municipality's funds shall be invested to maximize the rate of return within acceptable risk levels while respecting the security of principal, legal constraints and the adequate liquidity needs of each investment portfolio.

The composition of each portfolio, including its term to maturity and type of investments, shall be adjusted within the guidelines of this Policy to take advantage of market opportunities. Such changes shall be made with the periodic interest rate outlook and target portfolio structure approved by the Treasurer.

5.2 MNRI: Long-Term Funds

The Municipality's MNRI is described in Section 3.1 as Long-Term Funds. In accordance with the ONE JIB Agreement and this IPS, ONE JIB has exclusive control and management of the Long-Term Funds and the investments made therewith.

From time to time, the Municipality may require money immediately to meet financial obligations and may require ONE JIB to liquidate one or more investments in order to generate money to pay those obligations. ONE JIB will select the investment(s) to be liquidated. The timing of such liquidation will be determined by ONE JIB in consultation with the Manager of Finance/Treasurer.

5.2.1 Long-Term Funds: Investment Objectives

In setting the objectives noted below, the Municipality has taken into account the following considerations:

- Preservation of capital;
- Adequate liquidity that takes into account the needs of financial obligations and reasonably anticipated budgetary requirements;
- Diversification by asset class, market, sector, issuer, credit quality and term to maturity;
- Income and capital appreciation; and,

- Macro risks, such as inflation, economic growth and interest rates.

The municipality's Investment objectives for its Long-Term funds (MNRI) can be achieved via allocations to the Outcomes defined within the ONE JIB's Outcome Framework. A summary of this framework is described in Table 1 below.

Table 1:

Outcome Category	Outcome Strategy	Objective	Risk Tolerance, Liquidity	Investment Horizon
Cash	Cash	Preservation of Capital	Low risk; high liquidity	< 3 years
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)
Contingency	Contingency	Contributions for unexpected and infrequent events	Higher risk; emphasis on longer-term capital growth with some liquidity	> 5 years (Perpetual)
	Asset Mgt Reserves	Contributions to generate returns to fund asset management reserves	Higher risk; emphasis on longer-term capital growth with some liquidity	> 10 years (Perpetual)
Target Date	Target Date 3-5 yrs	Preservation of capital	Low risk; high liquidity	3 – 5 years
	Target Date 5-10 yrs	Contributions toward capital projects, mitigate inflation impacts and meet target funding requirements	Moderate risk, liquid	5 – 10 years
	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

Investment of Long-Term Funds is managed by ONE JIB, which balances expected investment risks and returns to generate asset mixes that create outcomes to meet the Municipality's needs and risk tolerances. Risk mitigation is achieved primarily through the diversification of investment types. For example, assets will be invested in a mix of fixed income, equity, and other investments in order to help balance volatility and returns. Returns have an impact on revenues, as well as a longer-term impact on future years' budgets and should, at a minimum, keep pace with inflation. To the extent possible, the Long-Term Funds' investment horizons are aligned with the Municipality's obligations and cash flow requirements and may consist of liquid and non-liquid securities based on future cash flow requirements.

5.2.2 Long-Term Funds: Eligible Investments

Eligible investments for Long-Term Funds include any Pooled Fund or other collective investment vehicle or institutional investment management product sponsored or managed by ONE Investment for the Prudent Investment Program (Prudent Investment Offering), provided always that the products and the selection of products comply in all material respects with the IPS and that the ONE JIB has approved them as part of the municipality's investment plan.

Additionally, nothing in this IPS prevents Long-Term Funds from being held in cash, short term money market instruments, or overnight deposits.

5.2.3 Long-Term Funds: Sinking Funds

N/A

5.2.4 Long-Term Funds: Local Distribution Corporation (LDC) Securities

The direct investment in LDC shares and/or promissory notes, as may be applicable, prior to July 2, 2020, shall be permitted and included as part of the Long-Term Funds/MNRI held by ONE JIB. Specific details of this investment shall be approved by Council in its sole and absolute discretion, and ONE JIB shall adhere to all terms and conditions as directed. More specifically, ONE JIB shall be prohibited from selling, transferring, assigning, or pledging the LDC shares.

LDC shares are considered restricted, special assets and remain in the custody of the City of Kenora. LDC shares are to be reviewed as separate standalone investments with the subject matter expertise and administrative functions remaining under the purview of the City of Kenora. Council retains direct, de facto control of the LDC shares and ONE JIB shall adhere to all terms and conditions as directed. More specifically, Council controls all acquisition and disposition decisions related to current and future LDC assets. Any voting related to LDC shares will be undertaken solely by the City of Kenora.

The investment in LDC shares will not be included in calculations regarding asset mix/allocations or other constraints that apply to the Long-Term Funds.

5.2.5 Long-Term Funds: City of Kenora debt

Debt required by the City for capital projects has been issued internally to the Citizens' Prosperity Trust Fund. These investments will be included as part of the Long-Term Funds. ONE JIB will be prohibited from selling the debentures without the consent of the Municipality.

5.3 Third-Party Trust Funds and Designated Funds

In addition to the Municipality's own money, the Municipality is from time to time entrusted with third-party trust funds, and the Municipality's responsibilities and obligations with respect thereto may be subject to other legislation and governed by other agreements and instruments. To the extent that there is any conflict or inconsistency between the provisions of this IPS and the terms and conditions contained

in such other legislation, agreements or instruments applicable to third-party trust funds, the latter shall prevail.

The Municipality's third-party trust funds and the designated funds are listed in Schedule A.

For certainty, the third-party trust funds and the designated funds are not MNRI of the Municipality, and such funds are not under the control or management of ONE JIB.

5.4 Investment Management

5.4.1 Investment Management of Short-Term Funds

The investment of Short-Term Funds shall be controlled and managed by the Manager of Finance/Treasurer.

5.4.2 Investment Management of Long-Term Funds

The investment of Long-Term Funds shall be controlled and managed by ONE JIB in accordance with this IPS. An investment advisor shall be retained by ONE JIB to define and manage the asset allocation using External Portfolio Managers.

Competent External Portfolio Managers shall be appointed by ONE JIB and they shall enter into an agreement with ONE Investment that complies with this IPS and Part II of the Regulation and provide compliance and performance reports. In accordance with the applicable regulatory requirements, ONE JIB shall make any External Portfolio Manager changes deemed in the best interest of the Municipality. For each External Portfolio Manager, ONE Investment shall agree on a set of operational guidelines including constraints, discretion limits, diversification and quality standards, and performance expectations, which are documented in each External Portfolio Manager's guidelines.

5.5 Transition to Prudent Investor Regime

The MNRI of the City of Kenora includes a portfolio of bonds that have been pledged to the ONE JIB and held in a custodial account associated with the ONE JIB. This portfolio of bonds reflects balances of the Citizens Prosperity Trust Fund that totalled \$3.043 million as at December 31, 2022. Proceeds from any maturities of these bonds or coupon interest received will be transitioned into ONE Investment Prudent Investor funds or ONE HISA by ONE Investment accruing to the City's Investment Plan. The liquidation of this bond portfolio and transition of the proceeds into ONE Investment Funds/ONE HISA can be accelerated, as directed by the City at any time.

5.6 Investment Constraints

5.6.1 Environmental, Social and Governance (ESG) Investing

The City believes that well-managed companies are those that demonstrate high ethical and environmental standards and respect for their employees, human rights, and the

communities in which they do business, and that these actions contribute to long term financial performance.

The City of Kenora supports ESG investing for Short-Term and Long-Term Funds. The Manager of Finance/Treasurer is required to invest in instruments that support responsible ESG principles, where appropriate.

For the investment of Long-Term Funds, ONE JIB is required to explore how External Portfolio Managers are implementing responsible investing principles at the time of hiring and during periodic reviews. It may report on results periodically, if requested. Accommodating specific ESG considerations may not be possible either due to availability or to costs.

5.6.2 *Securities Lending*

For the investment of Short-Term Funds, securities lending is permitted through ONE Investment Program investments only.

For the investment of Long-Term Funds, the Municipality may invest in pooled funds, and other investment funds that are controlled by an External Portfolio Manager who may engage in Securities Lending if the policies of the External Portfolio Manager that apply to such pools permit such an action.

5.6.3 *Derivatives*

Derivatives may not be used for speculative purposes. They may be used for the investment of Long-Term Funds where they are fully covered by a backing asset, e.g., as for currency or other hedging, to change portfolio duration or in covered call strategies.

5.6.4 *Use of Leverage*

Nothing in this IPS prevents the use of leverage, provided it is prudent to do so. Leverage is inherent in the use of certain types of investment strategies and instruments. Where leverage is employed, ONE JIB (for MNRI) and the Manager of Finance/Treasurer (for MRI) shall have in place monitoring procedures to manage overall exposure to any counterparty and in the aggregate Leverage is not a strategy currently employed by ONE JIB but may be considered at a later date.

5.6.5 *Pooled Funds*

All investment strategies may be pursued directly through holdings of corporate and government issuers and indirectly via pooled funds and investment funds or any combination thereof. The investment strategies may also include allocations to cash or short-term investment vehicles.

5.6.6 *Currency Hedging*

The Short-Term Portfolio will not utilize currency hedging.

The Municipality's funding requirements are in Canadian dollars. However, some exposure to foreign currencies in the Long-Term Portfolio is expected and necessary to provide diversification and potentially enhance returns. Therefore, it shall not be a violation of this IPS for investments in global mandates to be unhedged, in whole or in part, where the diversification benefits embedded in the currency exposure are considered to be beneficial or desirable by ONE JIB.

5.6.7 Prohibited Investments

Investments in no event may be made in foreign direct investment in countries subject to Canadian or UN economic sanctions.

5.7 Performance Monitoring, Rebalancing and Management

5.7.1 Short-Term Funds

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, direction and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of capital as well as the probable income to be derived. Authorized employees exercising due diligence shall be relieved of personal responsibility for an individual investment's credit risk or market price changes.

The Manager of Finance/Treasurer is responsible for establishing controls for performance monitoring, rebalancing and management of Short-Term Funds, in accordance with this IPS. If an investment is, in the Manager of Finance/Treasurer's opinion, not consistent with the investment objectives set out in this IPS, the Manager of Finance/Treasurer will report the inconsistency to Council within 30 days after becoming aware of the inconsistency, and corrective action will be taken.

5.7.2 Long-Term Funds

For the investment of Long-Term Funds, each account's asset mix will be monitored on a periodic basis by ONE JIB. Should the asset mixes deviate outside the ranges set out in the Investment Plan, the account will be rebalanced as soon as practicable taking into consideration variations in market liquidity and the investment objectives. Cash inflows /outflows will be used to rebalance as much as possible. If they are insufficient, investments will be sold in a commercially reasonable manner and reallocated as required.

Investments are expected to achieve returns at least equal to their benchmarks measured over a rolling five-year period. ONE JIB shall provide at least annual reporting described in Section 6.7 that demonstrates the Municipality's holdings, declares compliance with this IPS and shows External Portfolio Manager performance.

6. ADMINISTRATIVE POLICIES

6.1 Flow of Funds and Annual Municipal Budget

6.1.1 *Transfer to ONE JIB as Part of Budget Process*

On an annual basis, as part of the Municipality's budget process, the Municipality shall identify the amount, if any, of Long-Term Funds that it holds. Any Long-Term Funds not already under the control and management of ONE JIB shall be transferred to ONE JIB as soon as practicable.

6.1.2 *Transfer to Municipality as Part of Budget Process*

On an annual basis, as part of the Municipality's budget process, ONE JIB shall be notified by the Manager of Finance/Treasurer as to the amount, if any, required by the Municipality from the Long-Term Funds then under the control and management of ONE JIB for the Municipality's operational purposes. Such amount shall be deemed to be Short-Term Funds and shall be returned to the Municipality in a lump sum or by way of periodic payments, as directed by the Manager of Finance/Treasurer.

6.2 Flow of Funds Otherwise than through the Budget Process

6.2.1 *Surplus Funds*

The Short-Term Funds capture revenues received by the Municipality during each year after the approval of the Municipality's budget for the year. Any amounts deemed to be surplus by the Manager of Finance/Treasurer at any such time during the year shall be transferred to ONE JIB to be under its management and control as Long-Term Funds. Amounts so transferred will be recorded annually in the Investment Plan and allocated by ONE JIB in accordance with the Investment Plan.

6.2.2 *Contingencies*

The Manager of Finance/Treasurer is authorized, from time to time after the approval of the Municipality's budget, to direct ONE JIB to return any amounts determined by the Manager of Finance/Treasurer to be required to meet expenditures for unexpected contingencies not anticipated by the Municipality's budget in force for that year, provided however that the aggregate of the amounts to be returned to the Municipality under this Section 6.2.2 during the year shall not exceed 25% of the Long-Term Funds under the control and management of ONE JIB as at the date that the Municipality approved its budget for the year (the Budgeted Long-Term Funds). In determining the Budgeted Long-Term Funds for purposes of calculating the 25% limit, any Long-Term Funds to be transferred to the control and management of ONE JIB in accordance with that year's budget pursuant to Section 6.1.1 shall be included and any amount to be returned by ONE JIB to the Municipality pursuant to Section 6.1.2 shall be excluded.

6.3 Valuation of Investments

Investments shall be valued according to the values provided by the Custodian(s). For the investment of Long-Term Funds, values of unitized vehicles shall be valued according to the unit values published daily by the Custodian. Other investments shall be valued at their market value when that is available from regular public trading. If a market valuation of an investment is not available, then a fair value shall be supplied by the External Portfolio Manager to the Custodian no less frequently than quarterly.

6.4 Voting Rights

Subject to the provisions of Section 5.2.4 with respect to LDC securities, where External Portfolio Managers have been appointed, such External Portfolio Managers shall assume the responsibility of exercising voting rights and will report their voting policies to ONE JIB annually. The Municipality may access these policies at any time.

6.5 Internal Controls

The Manager of Finance/Treasurer shall establish an annual process of review of all investments made under this IPS. This review will provide internal control by assuring compliance with governing legislation and with policies and procedures established by the Manager of Finance/Treasurer. To the extent ONE JIB's input is needed, these requirements will be communicated in advance to ONE JIB.

6.6 Custodians

All investments and assets of the investment portfolios shall be held by a Custodian and any of the Custodian's sub-custodians or nominees. For Long-Term Funds, the Custodian shall be acceptable to ONE Investment. For Short-Term Funds the Custodian shall be acceptable to ONE Investment if ONE Investment is administering the investment of the Municipality's Short-Term Funds, otherwise the Custodian shall be acceptable to the Municipality.

6.7 Reporting

6.7.1 Short-Term Funds

For the investment of Short-Term Funds, the Manager of Finance/Treasurer shall report at least annually to Council, such report to be in such form and contain such content as Council may request. The report to Council shall include investment performance during the period covered and such other information as required under regulation and as the Manager of Finance/Treasurer may consider to be pertinent.

6.7.2 Long-Term Funds

The Regulation provides that ONE JIB shall submit an investment report to Council in respect of the investment of Long-Term Funds at least annually. Such report shall include the following.

- Investment performance during the period covered by the report;
- Asset mix of the total portfolio;
- A listing of individual investments held at the fund level at the end of the reporting period showing, where appropriate, their average term to maturity and yield relative to the benchmark, book value, market value, realized/unrealized gains/losses and actual income received;
- Dates of all transactions including the purchase and sale prices;
- A statement by the Manager of Finance/Treasurer as to whether all investments were made in accordance with the IPS and as to whether all investments were made in accordance with the Investment Plan; and
- Any other pertinent information in the opinion of the Manager of Finance/Treasurer.

All securities invested on behalf of the Municipality by ONE JIB or with the assistance of ONE Investment shall be held for safekeeping in the name of the Municipality by a Custodian, which shall provide monthly reporting showing all securities held, their book values, market values and all income received.

7. APPROVAL, SUBSEQUENT MODIFICATIONS AND EFFECTIVE DATE

7.1 Revocation / Amendment of Previous Investment Policy

As of the effective date of this IPS the previously approved Investment Policy of the City of Kenora is superseded and repealed.

7.2 Modifications to the IPS

At least annually, Council shall review the IPS and update it, if required. In the course of reviewing the IPS, Council may request comments from the Manager of Finance/Treasurer with respect to the investment of Short-Term Funds and from ONE JIB with respect to the investment of Long-Term Funds.

Following the Council's review of the IPS, ONE JIB shall review the Investment Plan and update it, if required.

At a minimum, the annual review will take into account:

- the adequacy of funding for capital works;
- the Municipality's ability to reduce other spending;
- flexibility of the timeframe to payout; and
- sensitivity to loss.

7.3 Effective Date

This IPS is adopted by Council of the Municipality effective ~~November 19~~October 21, 2025~~4~~ The Director of Finance is directed to sign a copy of this IPS to evidence approval and to deliver a copy of this IPS to ONE JIB.

Signed by:

Director of Finance/Treasurer

Date

Schedule A

Third-Party Trust Funds and Designated Funds

Third-Party Trust Funds

Cemetery land fund	\$ 13,234 18,003
Cemetery perpetual care fund	753,383 875,534
Inscription fee fund	179,694 213,842
Library	28,479 32,677

Designated Funds

Listed here for information and tracking purposes only. The Municipality has no authority or responsibility with respect to investment of designated funds. For example, social housing capital reserves of a local housing corporation which are to be invested in the Housing Services Corporation's pooled capital reserve funds managed by Encasa.



October 6th 2025

City Council Committee Report

To: Mayor and Council

Fr: Ryan Marsh, Director of Finance

Re: Tax Appeals under Section 357 of the Municipal Act, 2001

Recommendation:

That Council hereby approves Section 357 tax adjustments with refunds totaling \$868.62.

Background:

The reduction, cancellation and refund of taxes are dealt with by Council under Section 357 of the Municipal Act, 2001.

A Section 357 tax appeal is filed due to a change of events that occurred during the current taxation year. The owner, spouse, tenant, other occupant or person in possession of the land may apply to the municipality by February 28th of the year following the taxation year to which the application is made. Applications under sect 357 are typically submitted for the following reasons:

- The property is eligible to be reclassified in a different class of real property
- The land has become vacant land or excess land
- The land has become exempt from taxation
- A building on the land:
 - (i) was razed by fire, demolition or otherwise, or
 - (ii) was damaged by fire, demolition or otherwise so as to render it substantially unusable for the purposes for which it was used immediately prior to the damage

MPAC assists municipalities by providing further information and commentary on each application, this helps to ensure that a tax refund, cancellation or reduction is warranted. MPAC's recommended assessment values and taxation periods are used to calculate property tax adjustments. To facilitate timely processing, municipalities have the authority to rectify assessment changes without having to go through the formal assessment review board process.

Budget/Finance Implications:

The municipal share of the tax reduction is \$780.35 and the remaining balance of \$88.27 will be attributed back to the related school boards.

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or other Guiding Document: Legislative requirement.



October 2, 2025

City Council Committee Report

To: Mayor & Council

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

Re: Addressing Critical Challenges with Immigration Worker Programs in Northwestern Ontario

Recommendation:

Whereas municipalities across the Kenora District face acute labour shortages in essential sectors including health care, hospitality, retail, forestry, and mining, and rely heavily on access to immigration and temporary foreign worker programs to meet these demands; and further

Whereas the Kenora District is among the most rural and remote in Ontario, with municipalities recording some of the highest Rurality Index of Ontario (RIO) scores — such as Red Lake (RIO 98), Pickle Lake (RIO 100), Sioux Lookout (RIO 97), Ear Falls (RIO 95), Machin (RIO 100), and Sioux Narrows Nestor Falls (RIO 96) — underscoring the extreme remoteness and limited labour market access faced by communities across our region; and further

Whereas processing delays for Labour Market Impact Assessments (LMIAs), particularly for renewals, have reached over six months in many cases, forcing workers into precarious legal status, disrupting businesses, and threatening the continuity of essential services such as hospitals, seniors' care, schools, hospitality, restaurants, and local retail; and further

Whereas the recently implemented cap limiting temporary foreign workers to 10% of an employer's workforce further disadvantages small, remote northern communities, where unemployment is far below the provincial average and local Canadian labour simply cannot meet demand; and further

Whereas the inability of LMIA applications to flag urgent renewals for skilled workers already contributing to the Canadian labour force compounds these delays and undermines the federal government's stated goal of attracting and retaining international talent;

Therefore Be It Resolved That the City of Kenora supports the Kenora District Municipal Association (KDMA) urgent call for the Government of Canada to:

1. Establish a streamlined LMIA process for work permit renewals for existing, employed foreign workers critical to maintaining services in remote and northern communities;
2. Expedite processing times for renewal-related applications to prevent lapses in authorization and employer disruption;

3. Reconsider the 10% cap on temporary foreign workers, with exemptions for rural and northern municipalities where chronic labour shortages are documented and Canadian recruitment remains unsuccessful;
4. Engage directly with Northwestern Ontario municipalities, including a visit by the Prime Minister and federal Ministers, to witness firsthand the role immigration and foreign workers play in sustaining northern economies and communities.

And further that this resolution be forwarded to the Prime Minister of Canada, the Minister of Immigration, Refugees and Citizenship, the Minister of Jobs and Families, and the Minister Responsible for the Federal Economic Development Agency for Northern Ontario, the Premier of Ontario, relevant provincial Ministers, Members of Parliament, Members of Provincial Parliament, and partner municipal associations (KDMA, NOMA, AMO).

Background:

The KDMA Executive is collectively lobbying the government on the immigration issues that we face in the Kenora District, specifically immigration worker programs. Each municipality is being asked to pass a resolution in order for the Executive to share and meet with the respective Ministers in Ottawa to discuss this issue with them directly.

The Economic Development Department has been working to assist employers in the community by providing resources and information to support workforce development. In addition, the City has previously partnered on applications to participate in Government of Canada immigration pilots. This resolution aligns with past and continued efforts to prioritize support for workforce development in Kenora.

Budget: N/A

Risk Analysis: There is no risk associated with this report as it is advocacy on behalf of the Kenora District Municipal Association.

Communication Plan/Notice By-law Requirements: A copy of this resolution forwarded to:

- Honourable Mark Carney, Prime Minister of Canada
- Honourable Lena Metlege Diab, Minister of Immigration, Refugees and Citizenship
- Honourable Patty Hajdu, Minister of Jobs and Families and Minister responsible for the Federal Economic Development Agency for Northern Ontario
- Honourable Doug Ford, Premier of Ontario
- Honourable David Piccini, Minister of Labour, Immigration, Training and Skills Development
- Honourable Victor Fedeli, Minister of Economic Development, Job Creation and Trade
- Honourable George Pirie, Minister of Northern Economic Development and Growth
- Honourable Stan Cho, Minister of Tourism, Culture and Gaming
- Honourable Graham McGregor, Minister of Citizenship and Multiculturalism
- Honourable Greg Rickford, Minister of Indigenous Affairs and First Nations Economic Reconciliation and Kenora-Rainy River District MPP
- Kevin Holland, MPP Thunder Bay-Atikokan District
- Honourable Lisa Thompson, Minister of Rural Affairs

and partner municipal associations (KDMA, NOMA, AMO)



September 22, 2025

City Council Committee Report

To: Mayor & Council

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

Re: Kenora & Lake of the Woods Regional Community Foundation Agreement

Recommendation:

That Council gives three readings to a bylaw authorizing an agreement between the Corporation of the City of Kenora and the Kenora & Lake of the Woods Regional Community Foundation for a Fund Agreement.

Background:

The City of Kenora established a fund with the Lake of the Woods Community Foundation initially on June 3rd, 2005, with an initial donation of \$250,000 as the initial contribution. At this time, the City also committed \$30,000 to the Operating Endowment Fund, and \$6,900.22 to a Flow Through Fund for the administration of a municipal grants program in 2005 with the total contribution of \$286,900.22.

The agreement between the City and the Foundation indicated that all earnings from the Operating Endowment Fund donations and no earnings from the Community Fund donations were to be used for administration. The City provided a donation towards the Foundation's administration of \$25,000.00 annually from 2005 to 2011, followed by \$20,000.00 in 2012 and reducing the amount by \$5,000.00 each year thereafter until 2016 when the support was eliminated.

This Agreement supersedes and replaces all prior agreements related to the funding arrangements between the parties and a financial report on the Fund will be provided to the Municipality on an annual basis.

We have not committed any future Council's with a funding commitment to the Foundation.

Budget: \$5,000 in 2025 from Council budget, and \$5,000 in 2026 from Council's budget

Risk Analysis: There is a low risk associated with this report and updates the current commitment to the Foundation.

Communication Plan/Notice By-law Requirements: bylaw for agreement.



**THE CITY OF KENORA FUND FOR COMMUNITY
FUND AGREEMENT**

This Fund Agreement is dated the 25th day of September, 2025

Between **The City of Kenora** (the "Donor") and

the **Kenora & Lake of the Woods Regional Community Foundation** (the "Foundation").

1) **Supersession Clause**

This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes and replaces any and all prior or contemporaneous agreements, understandings, or communications, whether written or oral, relating to the funding arrangements between the parties. In the event of any conflict or inconsistency between the terms of this Agreement and any previous fund agreements, the terms of this Agreement shall prevail.

2) **Initial Gift**

The Donor established a fund known as **The City of Kenora Fund for Community** (the "Fund") on June 3rd, 2005 with an initial donation. The Fund is to be managed by the Foundation in accordance with this Agreement. The Donor contributed \$250,000 as the initial contribution to constitute the Fund (the "Initial Contribution"), \$30,000 to the Operating Endowment Fund, and \$6900.22 to a Flow Through Fund for the administration of a municipal grants program in 2005; the total gift received was \$286,900.22.

3) **Acknowledgment**

The Foundation acknowledges receipt of the Initial Contribution from the Donor and agrees to hold such sum, together with any additional contributions to the Fund from any person upon the terms and conditions set out in this Agreement.

4) **Purpose**

The purpose of this Fund will be to support charitable purposes and activities of the Foundation in force from time to time and to further charitable purposes and activities carried out by a recipient that may receive support from the Fund and in particular to Community Needs (the "Purpose").

5) **Long term Fund**

It is the Donor's wish that the Fund be managed by the Foundation on a long-term basis.

6) **Capital**

The Capital of the Fund will be determined in accordance with the Foundation's financial management policies and donor and gift management policies in force from time to time and as the same may be amended by the Foundation in its sole discretion (the Policies)

7) **Investments**

The Fund will be managed and invested in accordance with the Policies.

8) **Administrative Expenses**

The Foundation may deduct or pay a portion of its administrative expenses from the Fund in accordance with the Policies.

9) Distributions

The Foundation will determine the amount available for distributions annually (the “Annual Distributable Amount”) and make distributions from the Annual Distributable Amount according to the Policies. For greater certainty, the Foundation can make distributions from income or Capital or both in accordance with the Policies.

10) Disbursement Quota

Notwithstanding any other provision in this Agreement, the Foundation shall be permitted to make distributions from the Fund as necessary to meet the Foundation’s disbursement quota obligations under section 149.1 of the Income Tax Act (Canada) or any other disbursement obligation that may apply to the Foundation from time to time.

11) Recognition

All distributions made from the Fund will be identified as coming from the Fund.

12) Charitable Receipting

The Foundation will issue official donation receipts for the eligible amount of gifts to the Fund in accordance with the Income Tax Act (Canada) and the Policies.

13) Reporting to Donor

The Foundation will provide the Donor with a financial report on the Fund on an annual basis.

14) Amendment

This Agreement may be amended in the following ways:

- By mutual written agreement between the Foundation and the Donor; or
- By the Foundation alone, provided that in no event will any such amendment derogate from the following:
 - a) The Foundation will manage the Fund in accordance with the Policies; and
 - b) The Fund will only be used to support charitable purposes and activities of the Foundation.

It is the Donor’s wish that if the Foundation amends the Agreement alone that any amendment will be consistent with the Donor’s original intent for establishing the Fund.

15) Enurement

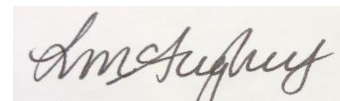
This Agreement will enure to the benefit of and be binding on, in the case of the Donor, the Donor’s heirs and personal representatives, and in case of all parties, their successors and permitted assigns.

IN WITNESS WHEREOF the Donor and the Foundation have executed this Fund Agreement by their duly authorized signatories as of the date first above written.

Donor: The Corporation of the City of Kenora

For the Community Foundation:

Mayor, Andrew Poirier



Lynn McAughey, Executive Director

Director of Corporate Services, Heather Pihulak



Darcia Curtis, President



City of Kenora Fund for Community Annual Fund Statement for the period ending June 30, 2025

FUND SUMMARY

Fund Activity	Year-to-Date
Beginning Fund Balance	\$380,517.85
Contributions and Investments	
Investment Income and Realized Capital Gain and Losses	3,448.02
Unrealized Capital Gain and Losses	10,244.06
Withdrawals	
Grants Disbursed	(17,910.00)
ENDING FUND BALANCE	\$376,299.93
Grantable Funds	
Available Funds	0.00

CONTRIBUTIONS RECEIVED FOR THE PERIOD

No contributions were received this period.

GRANTS MADE FOR THE PERIOD

Date	Grantee	Amount
04/24/2025	Lake of the Woods District Hospital Foundation	1,660.00
06/27/2025	Kenora District New Horizon Seniors Centre	16,250.00
TOTAL GRANTS		\$17,910.00



September 22, 2025

City Council Committee Report

To: Mayor & Council

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

Re: 2026 Council Meeting Calendar and Conference Attendance

Recommendation:

That Council hereby accepts the 2026 Council meeting calendar as presented.

Background:

Annually, the Clerk will establish the meeting calendar for the Council meetings the following year based on the Procedural bylaw along with any established conferences.

The draft calendar reflects normal practice of making shifts to the calendar to accommodate municipal conferences and may be amended from time to time should municipal conferences conflict.

The conferences have been noted on the calendar for reference and discussion. In accordance with Council Policy CC-7-1, Council shall approve a list of conferences, seminars, conventions, and social functions deemed to be in the best interests of the City for the Mayor and Councillors to attend and authorize the Mayor and Council attendance through the municipal budget process. Further, prior to attending any seminar, conference, workshop, convention, and/or social function, Council approval shall be given by way of resolution setting out authorization for those eligible expenses and per diems that may be incurred.

As part of this Council calendar discussion, Council should also discuss attendance at the various conferences as several of the large conference bookings are beginning to open where room reservations will be required. Having confirmed attendance by Council assists staff with reservations and minimizes the costs for hotel cancellations when it is unknown how many members of Council intend to attend the conference.

Budget: The Council budget will be updated to reflect the direction of conference attendance by each member of Council.

Risk Analysis: There is a minimal risk associated with this report. The meeting calendar is an administrative annual function.

Communication Plan/Notice By-law Requirements: public notice for Council meeting dates

Strategic Plan or another Guiding Document: Administrative

January 2026	SUN	MON	TUE	WED	THU	FRI	SAT
	28	29	30	31	1	2	3
					New Year's Day		
	4	5	6	7	8	9	10
			9:00 COW				
	11	12	13	14	15	16	17
			5:00 Council				
	18	19	20	21	22	23	24
	ROMA Conference- Toronto	ROMA Conference	ROMA Conference				
	25	26	27	28	29	30	31

February

2026

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
				KDMA Ignace	KDMA Ignace	KDMA Ignace
8	9	10	11	12	13	14
		9:00 COW				
15	16	17	18	19	20	21
	Family Day	5:00 Council				
22	23	24	25	26	27	28

March

2026

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
		9:00 COW				
15	16	17	18	19	20	21
March Break Week		5:00 Council				
22	23	24	25	26	27	28
29	30	31	1	2	3	4
Good Roads Conference-Toronto	Good Roads Conference-Toronto	Good Roads Conference-Toronto	Good Roads Conference-Toronto			

		SUN	MON	TUE	WED	THU	FRI	SAT
April		29	30	31	1	2	3	4
							Good Friday	
		5	6	7	8	9	10	11
		Easter Sunday						
		12	13	14	15	16	17	18
				9:00 COW				
	19	20	21	22	23	24	25	
			5:00 Council	NOMA Conference Thunder Bay	NOMA Conference Thunder Bay	NOMA Conference Thunder Bay		
	26	27	28	29	30	1	2	
2026								

May

2026

SUN	MON	TUE	WED	THU	FRI	SAT
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
		9:00 COW				
17	18	19	20	21	22	23
	Victoria Day	5:00 Council				
24	25	26	27	28	29	30
31	1	2	3	4	5	6

		SUN	MON	TUE	WED	THU	FRI	SAT
June	31		1	2	3	4	5	6
		OAPSB Conference	OAPSB Conference	OAPSB Conference	OAPSB Conference	FCM Conference- Edmonton	FCM Conference- Edmonton	FCM Conference- Edmonton
	7		8	9	10	11	12	13
		FCM Conference- Edmonton						
	14		15	16	17	18	19	20
			9:00 COW					
21		22	23	24	25	26	27	
			5:00 Council					
28		29	30	1	2	3	4	
2026								

July

2026

SUN	MON	TUE	WED	THU	FRI	SAT
28	29	30	1	2	3	4
			Canada Day			
5	6	7	8	9	10	11
12	13	14	15	16	17	18
		9:00 COW				
19	20	21	22	23	24	25
		5:00 Council				
26	27	28	29	30	31	1

September

2026

SUN	MON	TUE	WED	THU	FRI	SAT
30	31	1	2	3	4	5
6	7	8	9	10	11	12
	Labor Day	9:00 COW				
13	14	15	16	17	18	19
		5:00 Council				
20	21	22	23	24	25	26
27	28	29	30	1	2	3
			National Day for Truth & Reconciliation			

October 2026	SUN	MON	TUE	WED	THU	FRI	SAT
	27	28	29	30	1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
		Thanksgiving					
	18	19	20	21	22	23	24
25	26	27	28	29	30	31	
	Election Day						

November	SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
				Remembrance Day			
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30	1	2	3	4	5

2026

December	SUN	MON	TUE	WED	THU	FRI	SAT
	29	30	1 5:00 Inaugural Meeting of New Council	2	3	4	5
	6	7	8 9:00 COW	9	10	11	12
	13	14	15 5:00 Council	16	17	18	19
	20	21	22	23	24 Christmas Eve	25 Christmas Day	26 Boxing Day
	27	28	29	30	31 New Years Eve	1 New Years Day	2

2026



September 30, 2025

City Council Committee Report

To: Mayor & Council

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

Re: Support for Natural Gas Expansion Project - Phase 3

Recommendation:

Whereas the Province posted ERO 0250923, consultation on the Future of Community Natural Gas Expansion, seeking feedback from municipalities, Indigenous communities and other stakeholders on how Phase Three (3) could best support access to natural gas for community development; and

Whereas expanding access to natural gas is identified as a tool to support affordability and economic growth in Ontario communities, with Phases One (1) and Two (2) estimated to enable connections for approximately 17,000 buildings across 59 communities, and 16 projects completed to date; and

Whereas the City of Kenora is working toward its housing and employment land goals that contribute to Ontario's broader objective to build at least 1.5 million homes by 2031 and recognizes that timely servicing solutions (including natural gas where appropriate) can help enable these targets of which the City of Kenora has completed their housing needs study which identifies housing targets in addition to the City's economic developments goals including commercial development, increasing jobs, sector diversity and increasing the tax base; and

Whereas Ontario's energy future relies on a balance of affordability, reliability, and sustainability by leveraging a mix of energy solutions—including natural gas, electricity, and emerging energy technologies, to meet growing community needs; and

Whereas natural gas continues to play a critical role in supporting energy affordability, economic competitiveness, and enabling housing and employment growth across the province;

Therefore Be It Resolved That Council of the City of Kenora hereby supports the Ministry's consultation on the Future of Community Natural Gas Expansion (NGEP Phase 3) and endorses access to natural gas as an option to other energy solutions to advance the City of Kenora's housing, employment lands, and economic development objectives; and further

That Council hereby directs staff to submit comments to ERO 0250923 reflecting the City's priorities, including: priority application types, alignment with Official Plan/Secondary Plans, sites and corridors where gas access would enable development (housing/employment lands), any Phase 1 and 2 learnings; and further

That a copy of this resolution be forwarded to the Honourable Greg Rickford, MPP for Kenora-Rainy River, the Minister of Energy and Mines, the Ontario Energy Board, AMO, and neighbouring municipalities.

Background:

Municipalities across Ontario understand the critical link between infrastructure renewal, integrated energy planning, and economic development in supporting community growth and prosperity. This is a pivotal time in the province's energy sector, where municipalities can play a leadership role in shaping the future of natural gas expansion.

Enbridge has reached out to municipalities to participate in the Ontario Ministry of Energy and Mines' consultation on the Future of Community Natural Gas Expansion (ERO 0250923). Local perspective will help inform a potential Phase 3 of the Natural Gas Expansion Program (NGEP), ensuring that our community's priorities on housing development, economic growth, affordability, and service needs are well represented in Ontario's energy planning decisions.

The consultation was open until September 22, 2025, however, we can still submit written comments to the Ministry directly.

Budget: there is no direct budget impact associated with this report.

Risk Analysis: This is an advocacy report and there is low risk associated with supporting the advocacy.

Communication Plan/Notice By-law Requirements: Resolution to Honourable Greg Rickford, MPP for Kenora-Rainy River, the Minister of Energy and Mines, the Ontario Energy Board, AMO, and neighbouring municipalities

October 14, 2025

City Council Committee Report

To: Mayor and Council

**Fr: Greg Breen, Director, Infrastructure and Operations
Chris Lock, Manager, Facilities Maintenance**

**Re: Coney Island Floating Walkway Installation and Removal Policy
#IO-7-1 Update**

Recommendation:

That Council gives three readings to a bylaw to adopt an amended Coney Island Floating Walkway Installation and Removal Policy #IO-7-1; and further

That the amended Coney Island Floating Walkway Installation and Removal Policy #IO-7-1 form part of the City's Comprehensive Policy Manual; and further

That bylaw 155-2009 be hereby repealed.

Background:

The City's Coney Island Floating Walkway is a critical piece of the City's Infrastructure, which ensures minimal disruption to the year-round access to Coney Island.

The Policy was last updated in 2009 and since that time, the walkway has been replaced with a new unit and the installation, removal and regulatory requirements have changed.

The proposed amendment updates policy language and reference to the City's departments. Additionally, the amended policy:

- Provides certainty of the installation date, being no later than Nov 15.
- Clarifies the requirements for installation, maintenance and removal.

The updated policy is attached for Council's review and consideration.

Budget: There is no impact to budget as a result of this policy amendment.

Risk Analysis: There is low risk associated with this report. The proposed amendment ensures year-to-year service level consistency and reduces risk by clarifying operational and regulatory requirements for the installation, and removal.

Communication Plan/Notice By-law Requirements: By-Law required

Strategic Plan or other Guiding Document:

Infrastructure and Operations Policy Manual

Coney Island ~~Floating Walkway Walk-Bridge~~ Installation and Removal Policy

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Section	Date	By-Law Number	Page	Of
Operations & Infrastructure and Operations	October 19, 2009 October 21, 2025	XXX-2025-155- 2009	1	32
Subsection	Repeals By-Law Number	Policy Number		
Facilities Parks	71-155- 2009	01 IO- 7-1		

Purpose

The purpose of this policy is to ensure consistent procedures are followed regarding the ~~Spring~~ removal, ~~in the spring~~, and the ~~Fall~~ installation, ~~in the fall~~, of the Coney Island ~~Floating Walkway~~Walk bridge.

Dimensions

~~The walk bridge is 167 feet long and 3 feet 8 inches wide with 7 (seven) light fixtures attached along the walkway. The walk bridge is made of a wood base with chain link fencing on both sides. The walk bridge sits on floatation billets with evenly spaced out wooden projections to balance the bridge. Ramps are secured to the walkway bridge at either end to allow access to the shore. It is secured to the shoreline with cables which are hooked to anchors attached to the shore.~~

Installation Procedure

The following procedures are to be followed to install the Coney Island Floating Walkway:

- ~~The Manager, Facilities Maintenance or their designate, in consultation with the General Manager, Capital Projects Delivery and the Director, Infrastructure and Operations, shall monitor the short- and long-term weather forecasts to schedule the installation of the walkway prior to the freezing of Safety Bay and the north shore of Coney Island.~~
 - ~~The walkway shall be installed no later than November 15 of any given year.~~
- ~~A minimum of 48 hours before installation, the Manager, Facilities Maintenance or their designate shall contact the Prescott, Ontario Canadian Coast Guard Navigational Warnings (NAVWARNs) department at 613-925-0666, as may be amended, to report the planned work and proposed installation date.~~

- The Manager, Facilities Maintenance or their designate shall coordinate the issuance of public notices one (1) week and one (1) day in advance of the proposed installation date.
- The Manager, Facilities Maintenance or their designate shall prepare a Non-Routine Work Plan for the work. The plan shall be reviewed with the Safety Officer and finalized. Prior to commencing work, the Plan shall be reviewed with all workers and contractors engaged in the work.
 - Wind and weather conditions shall be considered in the development of the Plan. Work shall be rescheduled if weather conditions will create unsafe working conditions.

Coney Island Floating Walkway Installation and Removal Policy

Policy Number	Page	Of
IO-7-1	2	3

- The Manager, Facilities Maintenance or their designate shall coordinate the electrical connection of the walkway lighting during installation.
- A minimum of three (3) boats shall be used to move the floating walkway from storage against Bush Island to its installation location at Cameron Narrows.
 - Boats shall be operated in accordance with the City of Kenora Boat Safety Safe Operating Procedure (SOP).
- If the work is deferred due to weather conditions, the Manager, Facilities Maintenance or their designate must contact NAVWARNs to indicate that the work has not been completed and repeat the process above for the next available installation date.

Removal Procedures

The following procedures are to be followed to remove the Coney Island Floating Walkway:

- The Manager, Facilities Maintenance or their designate, in consultation with the General Manager, Capital project Delivery and the Director, Infrastructure and Operations shall monitor ice conditions and schedule removal of the floating walkway at the earliest opportunity after ice has cleared from all sides of Coney Island.
- A minimum of 24 hours before removal, the Manager, Facilities Maintenance or their designate shall contact the Prescott, Ontario Canadian Coast Guard Navigational Warnings (NAVWARNs) department at 613-925-0666, as may be amended, to report the planned removal date.

- The Manager, Facilities Maintenance or their designate shall coordinate the issuance of public notices one (1) week and one (1) day in advance of the proposed removal date.
- The Manager, Facilities Maintenance or their designate shall prepare a Non-Routine Work Plan for the work. The plan shall be reviewed with the Safety Office and finalized. Prior to commencing work, the Plan shall be reviewed with all workers and contractors engaged in the work.
 - Wind and weather conditions shall be considered in the development of the Plan. Work shall be rescheduled if weather conditions will create unsafe working conditions.

Coney Island Floating Walkway Installation and Removal Policy

Policy Number	Page	Of
<u>IO-7-1</u>	<u>3</u>	<u>3</u>

- The Manager, Facilities Maintenance or their designate shall coordinate the electrical disconnection of the walkway lighting prior to removal of the walkway.
- The ramps used to access the floating walkway from shore shall be removed and stored on the floating walkway. The ramps shall be secured to the walkway structure.
- A minimum of three (3) boats shall be used to move the floating walkway from Cameron Narrows to its storage location against Bush Island. The floating walkway shall be securely connected to existing anchors.
 - Boats shall operated be in accordance with the City of Kenora Boat Safety Safe Operating Procedure (SOP).
- If the work is deferred due to weather conditions, the Manager, Facilities Maintenance or their designate must contact NAVWARNs to indicate that the work has not been completed and repeat the process above for the next available removal date.

Procedures

~~The following procedures are to be followed regarding the installation and removal of the Coney Island Walk Bridge:~~

- ~~• It is not required to contact the Canadian Coast Guard.~~
- ~~• Each year, before the installation of the Coney Island walk bridge, the approval of the Navigable Waters Protection Officer of Transport Canada is required.~~
- ~~• The Parks Supervisor, in consultation with the Parks Staff and Operations Manager, will decide on the date of install and removal of the walk~~

~~bridge. The walk bridge will be installed within one week before Safety Bay and the north east side of Coney Island begins to freeze. The walk bridge will be removed within one week after Safety Bay and the north east side of Coney Island begins to thaw.~~

Maintenance

Maintenance of the walkway consists of the following:

- ~~—Regular monitoring, snow and ice removal, and sanding will be completed by the Parks Maintenance Branch while the floating walkway is installed at Cameron Narrows.~~
- The Facilities Maintenance Branch shall complete comprehensive inspections of the floating walkway twice per year in the Spring and Fall and periodic inspections of the floating walkway throughout the year.
- Users can report damage or vandalism to the floating walkway using the City of Kenora's online service request portal or by calling City Hall at 807-467-2000.

Effective Date

This policy shall take effect and come into force upon third and final reading of the applicable by-law.



October 14, 2025

City Council Committee Report

To: Mayor and Council

Fr: Greg Breen, Director, Infrastructure & Operations

Re: Ice Candles Fee Changes

Recommendation:

That Council approves an amendment to the Tariff of Fees and Charges, effective October 21, 2025, as follows:

- **Ice Candle Pickup** increased from \$8.00 per Candle to 14.00 per Candle
- **Place and Light Candle** increased from \$10.00 per Candle to \$16.00 per Candle
- **Sale of Wax Candles Only** be removed; and further

That council gives three readings to a bylaw for this purpose; and further

That bylaw 164-2024 be hereby repealed.

Program Background:

The Festival of Lights is long-standing tradition dating back to 1999 when the Cemeterian at the time, introduced the idea of honouring loved ones during the holiday season with the placement of an ice candle on their gravesite. This tradition started as a community volunteer event and quickly evolved into a partnership fundraiser for Kenora in Bloom as the requests increased.

In 2005, the Lake of the Woods Cemetery assumed the complete co-ordination and delivery of the Ice Candle program. Based on available records, until about 2015, the revenue from the program was collected in a reserve account that supported enabling beautification projects throughout City Parks. Today, it appears the revenue simply supports delivery of the program itself.

In 2020, the idea of raising money for the Royal Canadian Legion Branch #12 Kenora was adopted, honouring the interred soldiers in the Lake of the Woods Cemetery through the sale of Adopt-a-Veteran's Grave candles. Two dollars from each Adopt-a-Veteran's Grave sale is donated to the local legion branch.

For Council's information, 2024 sales included 2,525 place and light, with 310 of those being Adopt-a-Veteran's Grave, and 364 customer pick-ups for a total of 2,889 sold. Revenue totaled \$27,542 accounting for the donation to the Legion.

Based on available records pricing for the Ice Candle Program was last updated in 2006, when the price of Ice Candle pickups was increased from \$5 to \$8, but the \$10 pricing of Place and Light Candles predates that.

Level of Effort:

Lake of the Woods Cemetery Staff, with assistance from the Parks staff, deliver the program over a period of 5 weeks, starting in late November to produce and place the candles for the lighting on December 24th. The placement is supported by a strong showing of volunteers that also helps light the candles ahead of evening visitors.

The cost to perform the work, including salaries, benefits, equipment, materials & supplies, is projected to be approximately \$45,000 in 2025.

Therefore, Administration is recommending a \$6-per-candle increase to the existing rates. An increase in this amount ensures that the program breaks-even when revenue and expenditures are compared.

Budget: The proposed rate increase will increase the projected revenue of the Ice Candle Program by approximately \$17,500.

Risk Analysis: There is a moderate financial risk associated with this report. Without this increase, the City's will continue to subsidize the program.

Communication Plan/Notice By-law Requirements: Immediate Public Communication Required, Customer Service, K.Galbraith, Parks & Cemetery, J. Kurtz, V.Cory -bylaw required.



PROCLAMATION

By Virtue of Authority

Vested in me

do hereby proclaim

October 16, 2025

as Purple Thursday, in and for the City of Kenora

and request its observance as such by our citizens to bring

awareness about the intersection between brain injury and

interpersonal violence with a goal to eliminate it.

Proclaimed at the City of Kenora this 14th day of October, 2025



His Worship Mayor Andrew Poirier