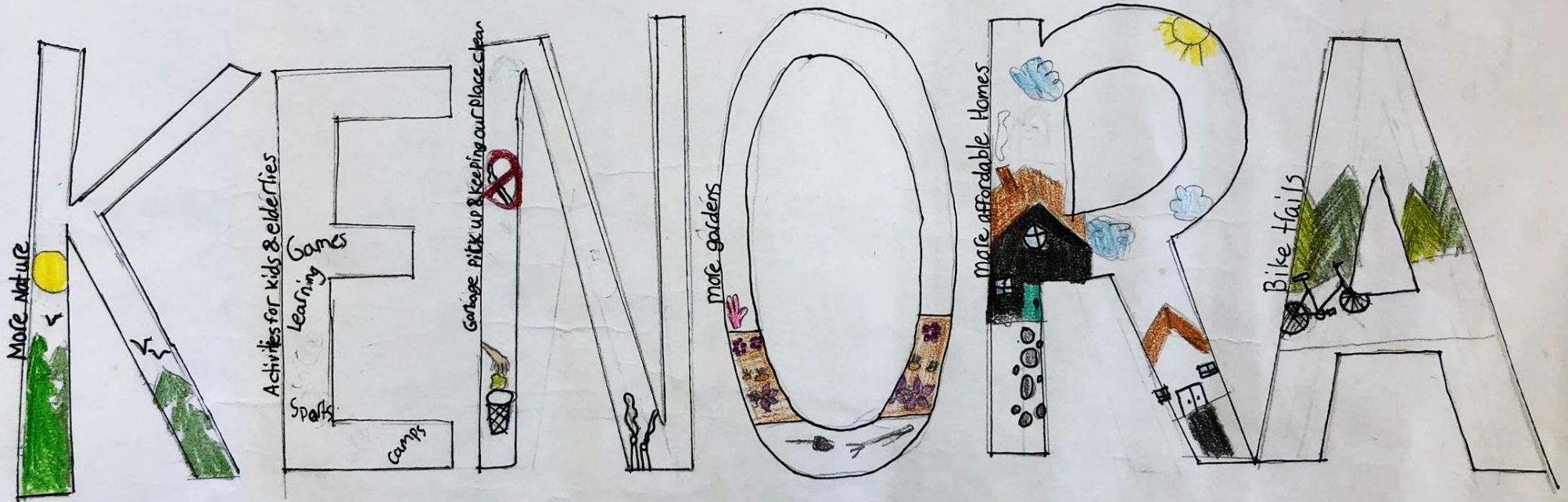


Lake of the Woods



SUSTAINABILITY ACTION PLAN

The First Sustainability Action Plan
for the City of Kenora (2022 – 2031)



in collaboration
with



February 2022

ACKNOWLEDGEMENTS

This first Sustainability Action Plan (SAP) for the City of Kenora was developed in collaboration with City staff from various departments, members of the City's Sustainability Advisory Committee (SAC), other local organizations, and interested members of the community.

Special thanks are extended to the SAC members for their interest and feedback throughout the process, and their ongoing commitment to promoting the SAP while also helping to move it forward and track its progress. The members of the SAC include City staff and up to 14 members representing: Treaty Partners, Lake of the Woods District Stewardship Owners Association, Kenora District Services Board, the Northwestern Health Unit, local educational institutions, local utility providers, local youth, the community-at-large, and City Council.



"Living Nature Friendly" by Azalea Kirkpatrick, Youth Submission
Sustainability Action Plan art contest submission, March 2021

Art featured in this Plan was solicited through a youth and adult art contest for this project. The City of Kenora recognizes and thanks all participants for their contributions to the Sustainability Action Plan art contest in early 2021.

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This project was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, this Plan reflects the views of the authors and the City project managers; the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.

Cover Image Credit: "Kenora Poster" by Payton Kozak, Sustainability Action Plan art contest submission, March 2021

TREATY 3 LAND ACKNOWLEDGEMENT

In the spirit of reconciliation, the City of Kenora acknowledges that we are on the traditional territory of the Anishinaabe and Métis of Treaty #3.

The City of Kenora was originally the land base of one collective First Nation community, which was separated into three communities now known as Wauzhushk Onigum, Niisaachewan, and Washagamis Bay First Nations. Kenora now sustains many others, all of whom have been welcomed to peacefully share and care for these ancestral Lands and Waters.

To support stewardship of the land, the City recognizes the importance of a strong relationship with our Treaty #3 partners. The City of Kenora also acknowledges that our economy greatly benefits from the Anishinaabe and Métis that live in and around the City.



Credit: The Heart of Turtle Island website, 2020

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Patricia Kambitsch, graphic illustration from the Phase 3 Sustainability Action Plan Focus Group Workshops, October 2021

1 THE IMPERATIVE FOR ACTION

Linking Sustainability, Climate-Positive Actions and Reconciliation

The challenges of climate change are most effectively addressed when environmental, economic and social issues are considered together. The urgency of addressing these challenges has never been greater, and initiatives at the municipal level can make meaningful contributions.

To this end, the City of Kenora is committed to increasing local sustainability and building community resilience to climate change through a range of local initiatives and partnerships, including the implementation of this Sustainability Action Plan, the first in Kenora.

Kenora is home to many First Nations and Métis and is surrounded by many First Nations communities. The vision for this Plan (see below) speaks to building pathways to reconciliation while also safeguarding the land and water resources that sustain the community. It is therefore hoped that implementation of this Plan will help build relationships with the Anishinaabe and other Treaty Partners within and outside of the City, while also moving forward meaningful actions that will help grow the green economy and contribute to climate change action locally and globally.

Climate-positive directions for governments outlined by the [UN Secretary-General](#) that are inherently sustainable:

1. Green transition (i.e., investments must accelerate the decarbonization of all aspects of our economy)
2. Green jobs and sustainable and inclusive growth
3. Green economy (i.e., making societies and people more resilient through a transition that leaves no one behind)
4. Invest in sustainable solutions (i.e., end fossil fuel subsidies)
5. Confront all climate risks
6. Cooperation (i.e., no country can succeed alone)



Downtown Kenora (Credit: Wikipedia 2021)

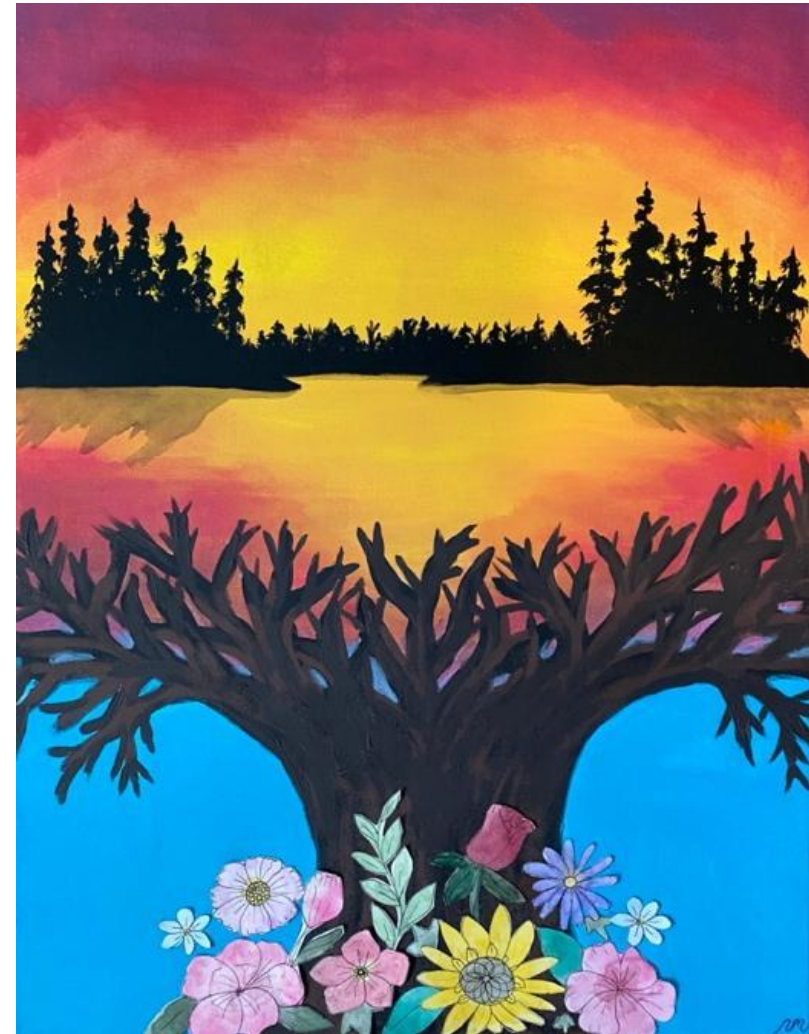
Sustainability Plan Overview and Intent

Kenora's first Sustainability Action Plan is intended to be community-based, action-oriented and provide the overarching guidance for a suite of projects that build local resilience to climate change in ways that help advance reconciliation and grow the green economy.

This Plan provides a framework and direction for 14 sustainability projects. It includes an overarching vision, objectives and guiding principles, as well as the leads, key implementation steps, funding opportunities and measures of success for each project.

These 14 projects build on current directions and initiatives, draw on best practices and precedents (see the Phase 2 *Moving Into Action* report on the City's website) and were selected and developed based on input from the City, the Sustainability Advisory Committee (SAC), existing and potential partners, the community-at-large, and subject matter experts from the consulting team.

This Plan is a living document whose implementation details will evolve over the next decade in response to the partnerships that develop, the nature and extent of the funding that is secured, and the opportunities for green development that arise in the community. This Plan provides a framework for meaningful action, with the details for each project to be further developed and implemented by the respective project leads (as outlined in Section 5).



“Community Garden” by Nicole Melilo
Sustainability Action Plan art contest submission, March 2021

This Plan is a Living Document

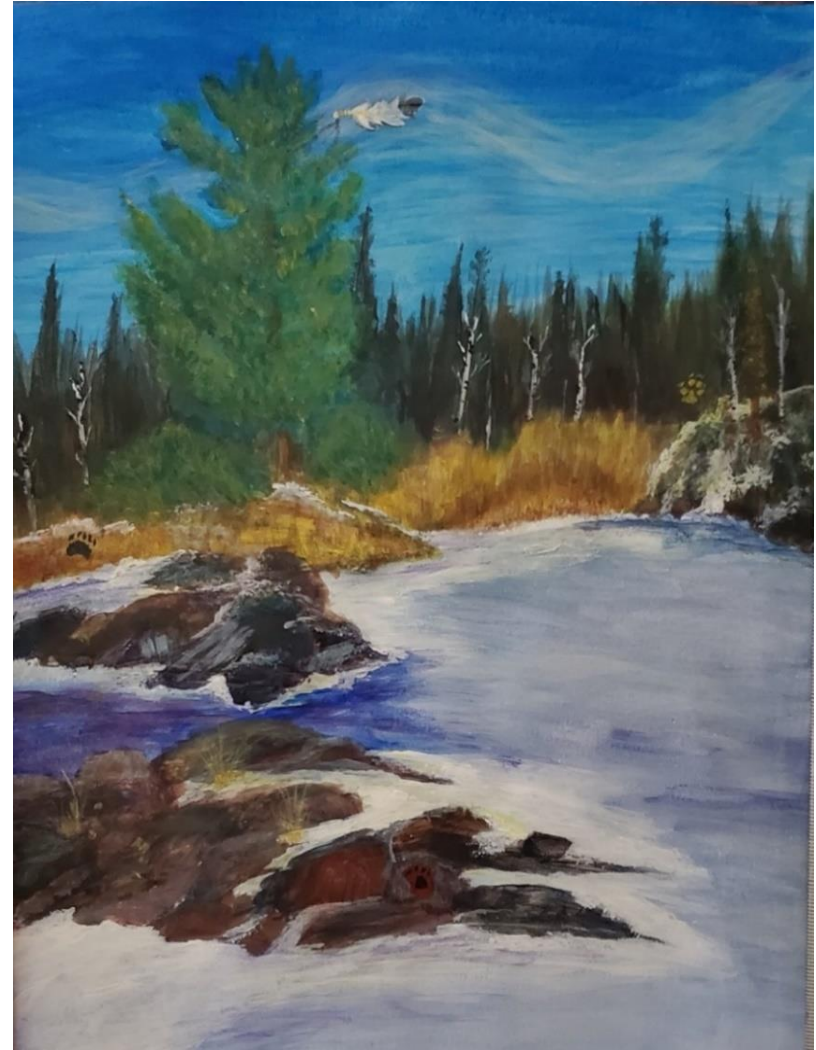
This Plan is a living document designed to grow and evolve in collaboration with and based on guidance from our partners. This Plan is anticipated to be revised as needed in relation to changes in the available information and applicable technologies, available resources, and applicable funding program requirements.

Engagement for this Plan was undertaken through a three-phased process, as outlined in Appendix A.

Outreach was made to the Grand Council of Treaty Three (GCT3), Kenora Métis Council, the Kenora Chiefs Advisory (KCA) and the three surrounding First Nations' Chief and Council as part of the development of this Plan. One key outcome of these efforts was that a representative from GCT3 being assigned to the SAC.

It is recognized that much more work remains to be done to advance reconciliation and to foster meaningful and mutually beneficial relationships with Anishinaabe and other Treaty Partners. It is also recognized that that the successful implementation of this Plan will require the support and assistance of many partners in the community and beyond.

The City remains firmly committed to continuing to engage and collaborate with a wide range of partners to move this Plan forward over the next decade, and beyond.



"The Tree" by Shelley McCool
Sustainability Action Plan art contest submission, March 2021

2 LOCAL CONTEXT

The City of Kenora:

- Is located in Northwestern Ontario with a population of just under 16,000 year-round residents, with approximately 25% of the population identifying as Indigenous
- Is situated within Treaty #3 Lands and is surrounded by 28 First Nations communities
- Has an economy driven by tourism, public sector employment and manufacturing
- Is situated on expanses of granite largely covered in forest
- Is surrounded by freshwater including Lake of the Woods which boasts over 14,000 islands that sustain the local community and Treaty Partners directly (by providing drinking water, clean air and other critical resources), and by providing premier nature-based recreational opportunities for locals, tourists and cottagers, and
- Faces some local challenges including the volatility in the forestry sector, shortage of affordable housing and potential threats to the local natural environment from unsustainable uses and from climate change.

This Plan is a priority action identified in the City's new Strategic Plan (2022 - 2027).



"Time was. It gave rest and respite to all that travelled the Trans-Canada highway...." photo by Chris Ralko of the former Kenricia Hotel, Sustainability Action Plan art contest submission, March 2021

3 PLAN VISION, OBJECTIVES AND PRINCIPLES



“Last One In” by Pippi Johnson
Sustainability Action Plan art contest submission, March 2021

The vision, objectives and principles below emerged from the research and engagement undertaken during the development of this Sustainability Action Plan. They are intended to guide implementation over the next decade.

Vision

To collaboratively implement a suite of projects that, over the next decade, will contribute to a better quality of life for the community in Kenora while also building pathways to reconciliation and safeguarding the diverse ecosystems that sustain the community.

Objectives

1. Work collaboratively to implement the projects in this Plan under the leadership of the identified champions and partners, and with support from the Sustainability Advisory Committee (SAC).
2. Prioritize actions and initiatives that are transformational and able to deliver co-benefits while also being achievable within the constraints of available resources and / or available funding between 2022 and 2031.
3. Track the progress of each project in being implemented in meeting the established measures of success, and report on this progress regularly over the plan timeframe.

Guiding Principles

The following principles have been identified to guide the implementation of all projects in the Plan.

1. Sustain and enhance the water, land and air
2. Support and enable social equity
3. Be accountable
4. Focus on local actions and local benefits
5. Seek solutions that provide multiple benefits
6. Work collaboratively and in partnership
7. Align economic and environmental benefit

4 SUSTAINABILITY PROJECTS

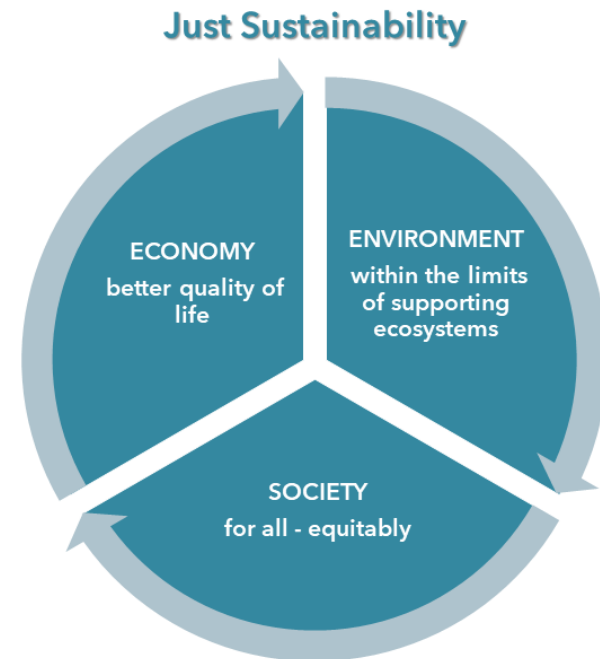
A total of 14 sustainability projects were selected for implementation in Kenora to help reduce local energy use and waste creation, build local food security, ensure local lands and waters are sustained, and advance reconciliation.

The projects have been organized into sustainability themes (see Table 1) which reflect the priorities and opportunities in Kenora identified through the research and engagement undertaken to inform this Plan (see Appendix A). However, each project is positioned to provide co-benefits related to multiple themes. Delivery of environmental, social and economic benefits in an integrated way should be explored and, where feasible, pursued, for all projects.

Table 1 provides an overview of the suite of projects that form the basis of Kenora's first Sustainability Action Plan with their overarching goals and potential opportunities for reconciliation. More background for each project, including the rationale for project selection and examples of relevant precedents / best practices, is provided in the Phase 2 *Moving Into Action* report for this Plan.

What Sustainability Means to Us

The term "sustainability" means different things to different people. The concept of "just sustainability" coined by Dr. Julian Agyeman and defined below, underpins this Plan.



Just sustainability is "the need to ensure a better quality of life for all, now and into the future, in a just and equitable manner, whilst living within the limits of supporting ecosystems." In the context of community actions it translates into actions that are (a) economically viable, (b) socially equitable and (c) environmentally friendly. In the context of this Plan, it includes actions that will contribute significantly to reducing greenhouse gas emissions and help prepare the community to adapt to the impacts of climate change.

Sustainability Themes, Projects, Project Goals and Opportunities for Reconciliation

Table 1. Themes and Goals for all 14 Sustainability Projects

PROJECT	GOAL(S)*	RECONCILIATION OPPORTUNITIES**
SUSTAINABILITY THEME 1: ENERGY CONSERVATION		
1. Build on the existing Community Energy Plan (CEP) to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.	<ul style="list-style-type: none"> Update the City's existing Community Energy Plan (CEP) to include (a) a baseline corporate and community GHG inventory, (b) energy and GHG emission reduction targets, and (c) mechanisms for accountability. Have a Plan that includes an inventory, targets and accountability mechanisms for both corporate (i.e., under municipal jurisdiction) and community (i.e., outside the municipality's jurisdiction) activities. 	
2. Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.	<ul style="list-style-type: none"> Increase the number of buildings in Kenora that undergo retrofits to improve energy efficiency by facilitating access to available support. Build a stock of Net Zero buildings in Kenora and start to work towards Net Zero Communities. 	A program at Seven Generations could be developed to train youth in the installation, maintenance and recycling of solar panels and other renewable options.
3. Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.	<ul style="list-style-type: none"> Demonstrate the implementation of renewable and energy efficient alternatives that are feasible for Kenora and can be shown and explained to the community virtually and / or in-person. Incentivize private homeowners and builders to integrate energy efficient alternatives into their existing buildings and new construction. 	
SUSTAINABILITY THEME 2: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT		
4. Undertake a storm water funding feasibility study.	<ul style="list-style-type: none"> Identify potential mechanisms to fund and undertake infrastructure renewal in the City. Include consideration of green infrastructure (including stormwater facilities) as part of a cost-effective, long-term solution appropriate and feasible for Kenora. 	
5. Incorporate green infrastructure into the City's asset management process.	<ul style="list-style-type: none"> Complete an inventory of City-owned green infrastructure assets. Integrate green assets into the broader municipal asset planning and management framework. Recognize the value of municipal green infrastructure and commit to investing in its maintenance, management and monitoring as part of an overall asset management strategy. 	

PROJECT	GOAL(S)*	RECONCILIATION OPPORTUNITIES**
<p>6. Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.</p>	<ul style="list-style-type: none"> • Research and identify options for affordable, energy efficient, small-scale transit that are feasible for Kenora. • Prioritize transit options for those most in need. • Implement the program, potentially on a pilot basis at first. 	
<p>SUSTAINABILITY THEME 3: LOCAL FOOD PRODUCTION & WASTE REDUCTION</p>		
<p>7. Expand local micro-farming, food collection and community gardening to build local food security.</p>	<ul style="list-style-type: none"> • Have various locally grown foods available year-round by expanding local food production, collection and preservation capacity. • Work with partners (including Indigenous partners) to expand local capacity through a combination of indoor and outdoor micro-farming, and sustainable collection of wild foods in the community. 	
<p>8. Implement a local household composting initiative.</p>	<p>Reduce food waste going to landfill in Kenora by conducting a Foodcycler™ pilot and, if successful, implementing a long-term initiative.</p>	<p>Facilitate expansion of program into nearby Indigenous communities.</p>
<p>9. Develop and implement a community composting program that includes institutional and / or commercial partners.</p>	<p>Reduce food waste going to landfill in Kenora by completing a community composting feasibility study, undertaking a pilot project and implementing a City-wide program based on lessons learned from the pilot.</p>	<p>Potential collaboration with nearby Indigenous communities.</p>
<p>10. Develop and implement mechanisms for the local salvage, re-use and exchange of housing and building materials.</p>	<p>Reduce local household waste and support cost-effective construction, renovations, retrofits and refurbishing of local housing by having one or more mechanisms for the local salvage, re-use and exchange of housing and building materials.</p>	
<p>SUSTAINABILITY THEME 4: WATER STEWARDSHIP</p>		
<p>11. Provide water bottle filling stations for the community in Kenora's downtown.</p>	<ul style="list-style-type: none"> • Expand the number of water fountain / water bottle filling stations in Kenora by installing some in the downtown area. • Evaluate potential to couple stations with access to refillable bottles. • Prioritize locations and access for those most in need. 	<p>Prioritize urban Indigenous community water needs.</p>

PROJECT	GOAL(S)*	RECONCILIATION OPPORTUNITIES**
<p>12. Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.</p>	<p>NOTE: The pre-requisites to this action are (a) a reconciliation strategy with Anishinaabe and other Treaty Partners, and (b) joint communication and engagement protocols, as per the actions within the City's Strategic Plan 2022 - 2027 (Focus Area 5 - Relations with Treaty Partners).</p> <ul style="list-style-type: none"> Engage and collaborate with one or more local Indigenous communities / partners to develop an outreach program focussed on respect for water and the life that it brings. Explore using Tunnel Island as the physical base for such a program. 	<p>Advance reconciliation by sharing ways of respecting local water resources.</p>
<p>13. Develop and implement a Healthy Shorelines Program.</p>	<ul style="list-style-type: none"> Support local water stewardship and quality by developing and implementing a program to support and guide residents in creating and maintaining healthy shorelines. Explore adding inspection of public beaches as part of inspection of municipal water / sewer lines. 	<p>Focus on Indigenous community priority areas.</p>
<p>14. Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local First Nations.</p>	<ul style="list-style-type: none"> Prepare for climate change by identifying flood-prone areas and consider a flood management plan for the City of Kenora. Potentially align with flood mapping being undertaken by local First Nations. 	<p>Explore the development of a data sharing agreement.</p>

** IMPORTANT NOTE: Project goals have been revised from the Phase 2 report based on Phase 3 engagement feedback, including identifying some potential opportunities for reconciliation. Potential opportunities for reconciliation are to be reviewed, refined and confirmed with the appropriate Indigenous partners as part of sustained and meaningful engagement to be undertaken in support of this Plan going forward.

Project Leads, Partners, Implementation Steps, Funding Opportunities & Measures of Success

The following 14 tables (Tables 2-1 through 2-14) outline the lead(s), key partner(s), key implementation steps, funding opportunities and measures of success for each project identified through the research and engagement undertaken in support of the Sustainability Action Plan over 2021.

The content of these tables has been developed with preliminary input from the leads and partners for each project as identified at the time of Plan development. However, this Plan is considered a starting point for further collaboration among the various partners and the Sustainability Advisory Committee (SAC) representatives. It is thus anticipated that the elements outlined below will be further developed in project-specific plans going forward.

This Plan provides the overarching framework and direction for the projects in Table 1. It is anticipated that the first steps towards implementation for all 14 projects will involve the project lead(s), potentially with the support of key partners, undertaking the following:

- Developing a project-specific implementation plan
- Confirming opportunities for funding and resources required to move the project (or at least components of it) forward, as well as accountability measures
- Pursuing and securing the required resources and / or funding
- Refining the project-specific implementation plan in relation to resources and/or funding secured, and
- Working to advance and implement the project plan with the support of the City and SAC.

Role of the Sustainability Advisory Committee

The Sustainability Advisory Committee (SAC) was established by the City in January 2021 to support the development and implementation of this Plan. The SAC includes up to fourteen (14) members representing a cross-section of local sectors, interest groups and organizations.

The Terms of Reference for the SAC available on the City's website outlines the committee's mandate. In relation to the implementation of this Plan, the SAC is tasked with:

- Assisting with annual work plans to advance the Plan
- Raising community awareness related to the Plan, and
- Providing perspectives on local sustainability-related matters as referred to the Committee by Council.

To date, the City has committed to leading and supporting most of the identified projects, while various other partners (specified in Tables 2-1 through 2-14) have indicated they are willing to lead, co-lead and / or support certain projects.

It is anticipated that some leads and partners will be refined going forward and it is hoped that roles for Indigenous and other partners can be identified through ongoing engagement as the Plan moves forward.

Note: A table of all the potentially applicable funding opportunities identified as of November 2021 has been provided to the City and can be made available to project partners on request.

Table 2-1. Project 1 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: ENERGY CONSERVATION PROJECT 1: Build on the existing Community Energy Plan (CEP) to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Regenerate Solar, Kenora Hospitality Alliance / Kenora Airport Authority</p> <p>NOTE: Further discussions with Synergy North and Hydro One for partnership opportunities remain to be undertaken.</p>	<p>Update the City's Community Energy Plan (2018) to:</p> <ul style="list-style-type: none"> • Address climate change at the municipal level using Infrastructure Canada's two Climate Lens assessment frameworks for greenhouse gas (GHG) mitigation and climate resilience • Provide a community-wide baseline and forecast of GHG emissions • Establish specific targets for reducing GHG emissions using a scenario planning approach • Be compliant with FCM's Partners for Climate Protection (PCP) program, and • Be compliant with ICLEI Building Adaptive & Resilient Communities (BARC). <p>Note: Benchmarks should align with the federal GHG reduction target of 40 to 45% below 2005 levels by 2030 (<i>Canadian Net-Zero Emissions Accountability Act</i>).</p>	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund • Federal (FCM), Municipalities for Climate Innovation Program • Federal (ECCC), Low Carbon Economy Fund • Federal (ECCC), Climate Action and Awareness Fund • Federal (ECCC), Climate Action Incentive Fund • Ministry of Energy Municipal Energy Plan Program 	<p>City's Community Energy Plan has been updated to include:</p> <ol style="list-style-type: none"> a) a baseline corporate and community GHG inventory b) energy and GHG emission reduction targets, and c) mechanisms for accountability.

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; NRC = Natural Resources Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-2. Project 2 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: ENERGY CONSERVATION PROJECT 2: Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.</p>			
<p>CO-LEADS: City of Kenora (various departments) + other partners including Green Saver, Regenerate Solar, and others <i>(to be confirmed through further engagement)</i></p> <p>KEY PARTNERS: Kenora Hospitality Alliance / Kenora Airport Authority, Union Gas, Ray Solar</p>	<ul style="list-style-type: none"> Facilitate the process of accessing financial supports for home energy efficiency retrofits for residents in Kenora (e.g., through a web page listing resources and outlining the process, local promotion of these opportunities, potentially listing local firms that can provide home energy audits). Explore opportunities for and the feasibility of accelerating home energy efficiency retrofits through Local Improvement Charge (LIC) (Note: see toolkit for municipalities by the Clean Air Partnership 2020). <p>NOTE: GreenSaver (greensaver.org) is the service organization currently delivering the following programs in the Kenora area:</p> <ul style="list-style-type: none"> Federal: Canada Greener Homes Grant Provincial: Energy Affordability Program Enbridge: Home Winterproofing Program 	<ul style="list-style-type: none"> Federal (FCM): Green Municipal Fund Federal (ECCC): Climate Action Incentive Fund Federal (ECCC): Low Carbon Economy Fund Federal (IC): Green and Inclusive Community Buildings Federal (NRC): Energy Efficient Buildings Program Federal (NRC): ISO 50001 program for commercial and institutional buildings Provincial (OTF): Community Enhancement Program Provincial (NOHFC): Community Building Fund Provincial, Hydro One: First Nations Conservation Program 	<p>TBD# buildings with energy audits completed annually</p> <p>TBD# buildings with deep energy retrofits installed annually</p> <p>TBD# buildings nearing Net Zero annually</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; NOHFC = Northern Ontario Heritage Fund Corporation; NRC = Natural Resources Canada; OTF = Ontario Trillium Fund. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-3. Project 3 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: ENERGY CONSERVATION PROJECT 3: Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Regenerate Solar, Harvest Kenora, Kenora Hospitality Alliance / Kenora Airport Authority, Ray Solar</p> <p>NOTE: Further discussions with Synergy North and Hydro One for partnership opportunities remain to be undertaken.</p>	<ul style="list-style-type: none"> • Provide a public platform for the community sharing information related to: <ul style="list-style-type: none"> ○ where and how to access subsidies ○ examples of retrofits and projects completed in Kenora for both public facilities and private homes ○ the positive impacts of increasing local energy efficiency • Complete renewable energy projects at one or more public facilities in the City (aligned with the City’s Strategic Plan Action 1.3.2 - Initiate a pilot project for a solar solution on a municipal facility). • Develop and implement an outreach and marketing plan to educate and engage the community showcasing these projects at all stages - from securing funding and design to final installation and functioning. <p>PROJECT OPPORTUNITIES IN KENORA</p> <ul style="list-style-type: none"> • Harbourfront Business Development Plan - proposed net zero building • Solar panels: various scales (e.g., Kenora Rec Center, Keewatin Memorial Arena, City Operations Centre, Water Treatment Plant, Kenora Sportsplex) • Electric vehicles for City fleet • Net Zero public washroom(s) (e.g., including solar panels, composting toilets) 	<ul style="list-style-type: none"> • Federal (FCM): Green Municipal Fund • Federal (ECCC): Climate Action and Awareness Fund • Federal (NRC): Smart Renewables and Electrification Pathways Program 	<p>Local energy conservation resource site created on City website and updated with new information on a regular basis.</p> <p>Progress and success related to this project and Projects #1 and #2 are promoted as per the outreach and marketing plan developed.</p> <p>At least two renewable energy projects have been completed at a City facility before the end of the Plan.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; NRC = Natural Resources Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-4. Project 4 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT PROJECT 4: Undertake a storm water funding feasibility study.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Province</p>	<p>NOTE: This action carries forward the City's Strategic Plan Action 1.2.1 - Undertake a "Storm Water Funding Feasibility Study".</p> <ul style="list-style-type: none"> • Undertake a feasibility study that: <ul style="list-style-type: none"> ○ Researches what other comparable municipalities are doing to fund storm water infrastructure upgrades. ○ Reviews the full range of options for supporting infrastructure renewal and recommend an approach suitable for Kenora, and ○ Considers green infrastructure opportunities to alleviate pressure on grey infrastructure. • Following the completion of a Stormwater Financing Study, explore the need for a City-wide Stormwater Management Plan. • Coordinate with those involved in flood mapping (Project #14) to identify priority areas for implementation. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund, Municipal Asset Management Program • Federal (FCM), Municipalities for Climate Innovation Program • Federal (IC) - Disaster Mitigation and Adaption Fund • Federal (IC)/Provincial - Investing in Canada Infrastructure Program: Green Infrastructure Stream 	<p>Stormwater Financing Study complete.</p> <p>Need for City-wide Stormwater Management Plan assessed.</p> <p>Funding for municipal infrastructure renewal secured and being invested in priority projects.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-5. Project 5 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT PROJECT 5: Incorporate green infrastructure into the City’s asset management process, including an inventory and valuation of municipal natural assets.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Kenora Hospitality Alliance / Kenora Airport Authority, Harvest Kenora, Kenora Moving Forward</p>	<ul style="list-style-type: none"> • Complete an inventory of all City-owned natural assets and green infrastructure. • Incorporate these assets into the broader municipal asset management framework. • Undertake pilot studies and / or business case analyses to assess opportunities for leveraging green infrastructure derived stormwater management services (in conjunction with Project #4). <p>NOTE: This action is intended to build local climate change resilience while also bringing the municipality into alignment with <i>Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17</i> which requires green infrastructure to be incorporated into municipal asset management planning by July 1, 2025. See https://www.ontario.ca/page/municipal-asset-management-planning</p>	<ul style="list-style-type: none"> • Federal (FCM), Municipal Asset Management Program • Federal (FCM), Municipalities for Climate Innovation Program • Federal (ECCC) - Natural Climate Solutions Fund • Federal (IC)/Provincial - Investing in Canada Infrastructure Program: Green Infrastructure Stream 	<p>Municipal Green Infrastructure inventory complete.</p> <p>City’s green infrastructure is integrated into the City’s broader asset management planning processes.</p> <p>City’s green infrastructure is being invested in and managed as part of its broader asset management process.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-6. Project 6 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT PROJECT 6: Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: CounterPoint, Local Health Unit, Kenora Hospitality Alliance / Kenora Airport Authority</p>	<ul style="list-style-type: none"> • Undertake a micro-transit options feasibility project, with funding awarded. • Assess a suite of cost-effective options for Kenora and select the optimal option for implementation. • Work with partners to implement, potentially on a pilot-basis to start. <p>NOTE 1: Potentially aligned with the City's Strategic Plan Action 1.3.3 - Investigate the feasibility of integrating electric vehicles into the City of Kenora fleet, if this action includes vehicles being used for public transit.</p> <p>NOTE 2: The City submitted a grant application in all 2021 to undertake this work and is waiting on the outcome of this application. Also see <i>Low-Carbon Mobility Actions for Canadian Municipalities: COVID-19 Companion Report</i> (Pollution Probe and Delphi Group 2021).</p>	<ul style="list-style-type: none"> • Federal (FCM) Green Municipal Fund, Transportation • Federal (ECCC), Incentives for Zero-Emission Vehicles Program • Federal (NRC) - Zero Emission Vehicle Infrastructure Program • Federal (IC) / Provincial - Investing in Canada Infrastructure Program: Public Transit Stream 	<p>Options for affordable, energy efficient, small-scale transit available in Kenora, particularly for those most in need.</p>

ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; NRC = Natural Resources Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-7. Project 7 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION PROJECT 7: Expand local micro-farming, food collection and community gardening.</p>			
<p>LEAD: Harvest Kenora</p> <p>KEY PARTNERS: City of Kenora (various departments), School Boards, Compost Club, Backyard Chickens Group, Regenerate Solar, Kenora Hospitality Alliance / Kenora Airport Authority, Kenora Moving Forward</p>	<ul style="list-style-type: none"> • Explore partnerships with organizations already involved in community gardening / local micro-farming to support a paid coordinator position. • Build on the existing Harvest Kenora small scale farming methods to provide technical guidance for the expansion local micro-farming across the City. • City to identify and provide opportunities for community gardens on City lands, and to share those opportunities (and potentially other related resources) on a City website page dedicated to local micro-farming - or links to Harvest Kenora and other partners' websites. • Work towards having some types of food production all year-round with a combination of outdoor and indoor (e.g., greenhouse) growing supplemented by sustainable collection of wild foods. • Draw on local Indigenous knowledge to provide guidance and explore opportunities for local Indigenous partnerships for farming. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund (for pilot projects) • Federal (IC) - Canada Healthy Communities Initiative • Provincial, Ontario Trillium Foundation • Private, TD Friends of the Environment Foundation <p>COST RECOVERY OPPORTUNITY: Sale of food and potentially soil from compost (see Project #9).</p>	<p>Some types of locally grown foods are available year-round through local cooperatives and / or partnerships.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; TD = Toronto Dominion. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-8. Project 8 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION PROJECT 8: Implement a local household composting initiative.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Food Cycle Science Corporation, Compost Club</p>	<ul style="list-style-type: none"> • City to implement and assess 12-week pilot project with Food Cycle Science Corporation. • If pilot is successful, then explore expanding the Food Cyclers program or alternatives to more homes and longer-term. <p>NOTE: Resources and process for pilot already confirmed by City. Pilot launched late October 2021 to 250 households.</p>	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund, Waste 	<p>Food Cyclers in use in at least 200 homes and offices and well-received by majority of recipients.</p> <p>Estimated TBD% of local food waste diverted to composting.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-9. Project 9 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION</p> <p>PROJECT 9: Develop and implement a community composting program that includes institutional and / or commercial partners.</p>			
<p>CO-LEADS: Compost Club + City of Kenora (various departments)</p> <p>KEY PARTNERS: Harvest Kenora, Keewatin Patricia District School Board</p>	<ul style="list-style-type: none"> City to support the Compost Club as they facilitate discussions with local partners (including school boards, local grocery stores, local restaurants) to develop and implement a system for collecting local compost materials that is cost-effective and energy-efficient. Establish a centralized composting drop-off location / compost depot and / or several drop-off locations City-wide. Explore feasibility of new landfill disposal technology that may provide renewable energy in the form electricity and heat. Identify local uses for the organic-rich topsoil amendment and select cost-effective and energy-efficient options for its use. <p>OPTIONS IDENTIFIED</p> <ul style="list-style-type: none"> Options for use could include: donation to local community gardens and parks to support local micro-farming, sale to local residences and / or businesses. 	<ul style="list-style-type: none"> Federal (FCM), Green Municipal Fund, Waste <p>COST RECOVERY OPPORTUNITY: Sale of soil.</p> <p>NOTE: Refer to <i>A Compost Project for Kenora: Brief submitted by the Compost Club Kenora for the City of Kenora Sustainability Action Plan Engagement</i>, April 2021. This document includes a strong rationale, insights into precedents and best practices, and some excellent references and resources.</p>	<p>Community composting program implemented and estimated TBD% of local food waste diverted to composting.</p> <p>Composted soil being used locally.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-10. Project 10 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: LOCAL FOOD PRODUCTION & WASTE REDUCTION PROJECT 10: Develop and implement a program for the local salvage, re-use and exchange of housing and building materials.</p>			
<p>LEAD(S): City of Kenora, Sustainability Advisory Committee</p> <p>KEY PARTNERS: Regenerate Solar, local construction industry</p> <p>NOTE: Other partnership opportunities to be explored include Habitat for Humanity and local construction industry.</p>	<ul style="list-style-type: none"> • City to reduce waste and support re-use by giving consideration through a Solid Waste Master Plan. Could include implementing one or more of the following: <ul style="list-style-type: none"> ○ a “stop and swap” site at the Waste Transfer Station (contingent on funding for a site manager) ○ increase dumping fees for construction waste (to encourage re-use), and / or ○ have a large item “curb exchange” one or twice a year. • Explore options for one or more community group(s) to facilitate the salvage, re-use and exchange of building materials with the local community and surrounding Indigenous partners. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund, Waste <p>OPPORTUNITIES FOR COST RECOVERY INCLUDE: Wooden pallet repair and re-use; mattress recycling (mattresses are mostly materials that can be recycled); sale of salvaged and re-purposed materials and items</p>	<p>Opportunities for the local salvage, re-use and exchange of building materials well-established in Kenora.</p>

FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-11. Project 11 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: RECONCILIATION & WATER STEWARDSHIP PROJECT 11: Provide water bottle filling stations for the community in Kenora’s downtown.</p>			
<p>LEAD: City of Kenora</p> <p>KEY PARTNERS: Health Unit, CMHA, Kenora Hospitality Alliance / Kenora Airport Authority, LOWSDA</p>	<ul style="list-style-type: none"> • Work with local partners to map existing stations and identify priority locations for additional stations. • Complete grant applications for the water bottle filling stations. • Work with City to install stations (subject to approval of funding). • Explore options for subsidized refillable water bottles to be provided by City. • Opportunity to integrate mapping for water stations in wayfinding signage and broader community tourism. 	<ul style="list-style-type: none"> • Federal (FCM), Green Municipal Fund • Federal (ECCC), EcoAction Community Funding Program • Federal (IC) -Provincial, Investing in Canada Infrastructure Program: Green Infrastructure Stream • Provincial, Ontario Trillium Fund • Rotary Club, Community Futures Development Corporation 	<p>Water bottling stations installed in downtown Kenora, ideally in conjunction with a refillable bottles program.</p> <p>Map of all water bottle filling stations created and available for local organizations, the community and tourists.</p>

ECCC = Environment and Climate Change Canada; CMHA = Canadian Mental Health Association, FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; LOWSDA = Lake of the Woods District Stewardship Association; NRC = Natural Resources. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-12. Project 12 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: WATER STEWARDSHIP PROJECT 12: Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.</p>			
<p>CO-LEAD(S): City of Kenora + Grand Council of Treaty 3 (GCT3) + Kenora Metis Council + the Kenora Chiefs Advisory (KCA) + the three surrounding First Nations' Chief and Council <i>(to be confirmed through sustained and meaningful engagement)</i></p> <p>KEY PARTNERS: Keewatin Patricia District School Board, local businesses, local Health Unit, LOWSDA</p>	<p>NOTE: This project will require progress on the 2022 - 2027 Strategic Plan Focus Area 5 including actions to develop (a) a reconciliation strategy with Anishinaabe and other Treaty Partners, and (b) joint communication and engagement protocols.</p> <ul style="list-style-type: none"> Building on a reconciliation strategy and using agreed to communication and engagement protocols, the City may engage with one or more local Indigenous partner to jointly develop a program focused on sharing and teaching respect for water resources. <p>PRELIMINARY IDEAS IDENTIFIED FOR THIS PROJECT</p> <ul style="list-style-type: none"> Jointly host events to focused on the values of and respect for water with different groups in the community including leadership levels (e.g., Mayor and Council) and youth (e.g., in schools). Support the Moccasin Identifier program (mocassinidentifier.com) and promote it locally, including links to the history of respect and love for the local freshwaters. Encourage and support local Kindergarten to Grade 8 schools in the integration of the Moccasin Identifier program's Education Kits into their curricula, including an emphasis on respect for water. 	<ul style="list-style-type: none"> Federal (CRE), Indigenous Youth Research Grants Federal (ECCC), Aboriginal Fund for Species at Risk Federal (ECCC), Canada Nature Fund Federal (ECCC), EcoAction Community Funding Program Federal (ECCC), Indigenous Guardians Federal (ECCC), Natural Climate Solutions Fund Federal (ECCC), Aboriginal Participation Fund Ontario Trillium Foundation Federal, Project Learning Tree - Green Jobs in Green Spaces 	<p><i>Potential measures to be confirmed through engagement with Anishinaabe and other Treaty Partners:</i></p> <p>Completion of TBD# community-building events annually.</p> <p>Engagement of TBD# people annually.</p> <p>TBD # of Moccasins stencilled on the ground every year.</p> <p>TBD # of schools that uptake the Moccasin Identifier program.</p>

CRE = Canadian Roots Exchange; ECCC = Environment and Climate Change Canada; FCM = Federation of Canadian Municipalities; IC = Infrastructure Canada; LOWSDA = Lake of the Woods District Stewardship Association; NRC = Natural Resources. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-13. Project 13 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: WATER STEWARDSHIP PROJECT 13: Develop and implement a Healthy Shorelines Program.</p>			
<p>CO-LEAD(S): LOWSDA - Lake of the Woods District Stewardship Association</p> <p>KEY PARTNERS: Kenora Hospitality Alliance / Kenora Airport Authority, City, Lake of the Woods Property Owners Group, IISD Experimental Lakes Area</p>	<ul style="list-style-type: none"> • Develop local outreach materials (build on existing models - see FOCA, Watersheds Canada) to guide local shoreline protection and naturalization. • Establish outreach and coordination base at Discovery Centre. • Engage local and Indigenous youth to work with interested landowners. • Identify priority areas for shoreline remediation based on mutually agreed upon indicators in partnership with Treaty partners. • Explore the feasibility of developing predictive modelling, or another tool, to demonstrate the potential long term benefits of shoreline remediation over time. <p>NOTABLE RESOURCES:</p> <ul style="list-style-type: none"> • Lake Protection Workbook: A Self-Assessment Tool for Shoreline Property Owners (Watersheds Canada 2019) • A shoreline Owner’s Guide to Healthy Waterfronts, 3rd Ed. (FOCA 2019) 	<ul style="list-style-type: none"> • Federal (ECCC), EcoAction Community Funding Program • Federal (ECCC), Indigenous Guardians • Federal (ECCC), Habitat Stewardship Program for Species at Risk • Federal (ECCC), Canada Nature Fund • Federal (ECCC), EcoAction Community Funding Program • Federal (ECCC), Indigenous Guardians • Federal (ECCC), Habitat Stewardship Program for Species at Risk • Federal (ECCC), Natural Climate Solutions Fund • Provincial, Great Lakes Action Fund 	<p><i>Potential measures to be confirmed by the Project Lead:</i></p> <p>TBD# shoreline improvement projects implemented annually</p> <p>TBD# of youth engaged in environmental remediation</p> <p>TBD# of days of monitoring conducted for recently completed projects</p> <p>TBD# of projected benefits based on metrics within predictive modelling and / or total area of shoreline restored</p>

ECCC = Environment and Climate Change Canada; FOCA = Federation of Ontario Cottagers’ Associations; LOWSDA = Lake of the Woods District Stewardship Association. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Table 2-14. Project 14 Lead(s), Partners, Key Actions, Funding Opportunities & Measures of Success

LEAD(S) AND KEY PARTNER(S)	KEY IMPLEMENTATION ACTIONS	FUNDING OPPORTUNITIES	MEASURE(S) OF SUCCESS
<p>SUSTAINABILITY THEME: WATER STEWARDSHIP PROJECT 14: Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local Treaty Partners.</p>			
<p>LEAD: City of Kenora (various departments)</p> <p>KEY PARTNERS: Lake of the Woods Control Board’s Secretariat, IISD Experimental Lakes Area</p> <p>POTENTIAL PARTNERS TO BE CONFIRMED: Grand Council of Treaty 3 (GCT3), Ontario Power Generation, insurance companies</p>	<ul style="list-style-type: none"> • Gather data from available sources, analyze data and identify gaps • Map flood-prone areas in the City: historical, current and projected under climate change • Ensure alignment with overarching water management goals set by the Province, federal government and under the International Joint Commission • Engage with GCT3 to partner with the flood mapping work they have already initiated • Undertake monitoring and seek to align with ongoing Community Based Monitoring program being undertaken by GCT3 	<ul style="list-style-type: none"> • Federal, Disaster Mitigation and Adaptation Fund • Federal (ISC), Indigenous Community Infrastructure Fund • Federal (IC)/Provincial, Investing in Canada Infrastructure Program: Green Infrastructure Stream • Federal, Community Foundations of Canada - Indigenous Peoples Resilience Fund 	<p>Flood-prone areas in Kenora are mapped.</p> <p>Flood-prone areas in Kenora are being actively monitored.</p> <p>Proactive mitigative and management measures identified through work undertaken are underway.</p>

ECCC = Environment and Climate Change Canada; IJC = International Joint Commission; ISC = Indigenous Services Canada. Please email sustainability@kenora.ca for a list of all funding opportunities identified.

Suggested Project Prioritization

Sustainability projects moving forward as part of this Plan are to be implemented between 2022 to 2031.

Some projects have deliverables that, once completed, will provide tools and / or guidance to help move forward with other related sustainability initiatives. Other projects will result in the creation of programs that, once established, could run indefinitely (as noted in the Table 3), depending on the continued ability of the community to resource and secure funding for them, or make them self-sustaining.

All the projects identified are considered important to the City and the community. However, it is recognized that it will not be feasible to implement all 14 projects simultaneously at the outset of this Plan, and that some of the projects will require more research, collaboration and work to move forward than others.

Therefore, preliminary prioritization (i.e., high, medium, low) has been assigned to the projects in Table 3, along with their estimated duration and target dates for completion.

Preliminary project priorities have been assigned based on consideration of the following, as well as consultation with the City and the Sustainability Advisory Committee:

1. Project builds on existing an existing initiative and / or work that is already underway
2. Project already has resources and / or funding identified that have been or are expected to be secured in short order

3. Confirmation by project leads and key partners that they are ready and able to move forward
4. Project is considered a higher (or lesser) priority from a sustainability and / or climate change perspective, and
5. Anticipated length of time required to get the project implemented.

It is, however, understood that the actual timing and duration for each project will depend on:

- The level of commitment the leads and partners are able to allocate to project planning and implementation
- The scope of the project-specific actions (which for many projects remains to be confirmed)
- External factors impacting the timing of a project (such as COVID-19)
- Any special requirements (including deadlines) associated with funding secured, and
- The ability of the project leads and partners to creatively manage and respond to any challenges related to implementation that may arise.

Therefore, the timing in Table 3 should only be considered preliminary.

The timing for each project may be refined, based on the implementation details of the project in question, as well as further engagement with the various existing and potential partners, including Indigenous partners, to be undertaken in support of this Plan going forward.

Table 3. Prioritization, Timing and Cost Estimates for all 14 Sustainability Projects, 2022 - 2031*

PROJECT	Priority	ESTIMATED DURATION	TARGET COMPLETION DATE	ESTIMATED COSTS***
SUSTAINABILITY THEME 1: ENERGY CONSERVATION				
1. Build on the existing Community Energy Plan (CEP) to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.	MEDIUM (start 2023)	2 years	2025	\$ - \$\$
2. Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.	HIGH (start 2022)	2 years	2024 (but program could run indefinitely)	\$
3. Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.	MEDIUM (start 2024)	10 years	2031 (more than one project in this time)	\$ - \$\$\$ per project
SUSTAINABILITY THEME 2: GREEN INFRASTRUCTURE & SUSTAINABLE TRANSIT				
4. Identify tools and funding for storm water infrastructure renewal in a changing climate.	MEDIUM (start 2024)	2 years	2026	\$
5. Incorporate green infrastructure into the City's asset management process.	HIGH (start 2023)	3 years	2025**	\$\$
6. Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.	MEDIUM (start 2024)	2 years	2026 (but activities to run indefinitely)	\$\$\$
SUSTAINABILITY THEME 3: LOCAL FOOD PRODUCTION & WASTE REDUCTION				
7. Expand local micro-farming, food collection and community gardening to build local food security.	MEDIUM (start 2024)	10 years	2031 (but activities to run indefinitely)	\$ - \$\$
8. Implement a local household composting initiative.	HIGH (started 2021)	2.5 years	2024	\$
9. Develop and implement a community composting program that includes institutional and / or commercial partners.	MEDIUM (start 2024)	5 years	2029 (but activities to run indefinitely)	\$\$ - \$\$\$
10. Develop and implement mechanisms for the local salvage, re-use and exchange of housing and building materials.	LOW (start 2026)	5 years	2031 (but activities to run indefinitely)	\$\$
SUSTAINABILITY THEME 4: WATER STEWARDSHIP				
11. Provide water bottle filling stations for the community in Kenora's downtown.	MEDIUM (start 2024)	2 years	2026	\$\$
12. Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.	LOW (start 2026)	10 years	2031 (but activities to run indefinitely)	\$ - \$\$
13. Develop and implement a Healthy Shorelines Program.	HIGH (start 2022)	2 years	2024	\$\$\$
14. Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local Treaty Partners	LOW (start 2026)	6 years	2029 (but activities to run indefinitely)	\$\$\$\$

* The prioritization, duration and target dates for completion may be refined based on the implementation details of the given project as well as further engagement with the various existing and potential partners, including Indigenous partners, to be undertaken in support of this Plan going forward.

** The Province of Ontario requires green infrastructure to be incorporated into municipal asset management planning by July 1, 2025.

*** These are estimates of City costs, excluding labour, based on the anticipated scope: \$ = <50K, \$\$ = 51K - 100K, \$\$\$ = 101K - 250K, \$\$\$\$ = >250K

5 NEXT STEPS

This Plan provides the framework and overarching guidance for 14 sustainability projects to be implemented by the City and its partners.

In order to set the City and the other project leads and partners up for success, this final section of the Plan outlines key steps to launch each project, the roles of the City and the Sustainability Advisory Committee (SAC), and key actions for tracking and sharing the status of this Plan.

Sustainability Project Launching

The ultimate success of this Plan rests on the leads and partners for each of the projects who will need to:

- Confirm leadership and partnership roles and responsibilities
- Develop a project-specific implementation plan for each project
- Confirm opportunities for, pursue and secure funding and resources as required
- Work collaboratively and with the support of the SAC to advance and implement the various project-specific action items, and
- Identify and confirm feedback loops and mechanisms to keep the City, SAC and other partners involved in moving the Plan forward and updated.

Role of the City & the Sustainability Advisory Committee (SAC)

Lead City staff and the SAC will be responsible for:

- Assisting in the development of annual work plans to advance project-specific actions
- Identifying potential sources of funding to support the project and submit applications as necessary
- Raising community awareness and supporting education related to the Plan
- Providing guidance and, where appropriate, support identifying partners and securing funding, and
- Monitoring the progress of the projects in accordance with the final approved Plan.

Sustainability Plan Tracking & Promotion

It was broadly recognized through the engagement process for this Plan that improving awareness of how sustainability and climate change readiness can be implemented locally through meaningful actions will be a critical component of all the projects. Tracking the various projects as they evolve and sharing elements of their progress in clear, visually appealing and accessible outreach materials therefore presents an ideal way to both build awareness and keep the community, and decision-makers, informed. This also builds

transparency and accountability into the process, and provides opportunities to share lessons learned. Recognizing the importance of and opportunity to dovetail Plan tracking and outreach, it is recommended that as part of their work the City and SAC collaborate, with input and support from the various project leads and partners, to:

- Continue to use and build on the City's Sustainability Action Plan web page for outreach and to share resources and opportunities with the community
- Gather information on the status of each project on an annual basis, at a minimum
- Generate a concise report cards on the state of the Sustainability Action Plan for sharing internally and externally (to be led by the SAC)
- Undertake a review of the Plan at the half-way mark (i.e., 2025 - 2026) (with the SAC), and
- Plan for a new Sustainability Action Plan in 2031 - 2032 to build on the progress made.

Funders often require some type of project tracking, reporting and accountability, and therefore it is anticipated that there will be opportunities for project leads and partners to simply share information they have already gathered with the City, SAC and - ultimately - the community-at-large.

These tracking activities and related outreach products will help ensure that the progress of the Plan is actively monitored and shared. These activities will also help the City, SAC and various project leads and partners remain accountable while promoting the progress being made in Kenora to build pathways to reconciliation while also moving building community resilience to climate change and helping to grow the green economy.

While it would be ideal if all 14 sustainability projects could be implemented between 2022 to 2031, this Plan will be considered a success if 10 of the 14 projects are implemented by 2031. If there are one or more projects that are close to completion by 2031, the City may extend to Plan timeline by a year or two before initiating a new plan.



“The Whole World Needs Farmers” by Ebony C.
Sustainability Action Plan art contest submission, March 2021

For information and updates see the City's website
<https://www.kenora.ca/en/your-government/sustainabilityactionplan.aspx>
or
reach out to the City at sustainability@kenora.ca

APPENDIX A: PLAN DEVELOPMENT



Figure A. Overview of the Sustainability Action Plan project process

Kenora’s first Sustainability Action Plan was developed based on a synthesis of research and engagement over a three-phased process as illustrated in Figure A and described below.

Overview of Process for Developing the Plan

- **Phase 1:** Research on relevant initiatives completed or underway in Kenora was undertaken. This was followed by engagement of City staff and partners, the SAC and the community to obtain input on sustainability-related priorities and project ideas. The outcomes of this phase are documented in the Phase 1 *What We Heard* report (see the City's website).
- **Phase 2:** The vision, objectives, principles and projects for this Plan were identified and refined in consultation with the City, SAC and existing and potential partners. The outcomes of this phase are documented in the Phase 2 *Moving Into Action* report.
- **Phase 3:** City staff, the SAC and partners identified through Phases 1 and 2 were engaged through Focus Groups to confirm support for the projects and a commitment to their implementation.

Summary of Phase 3 Engagement

The primary objectives of the Phase 3 engagement for this Plan were: (a) to share the project goal, objectives and principles, as well as the 14 projects being put forward as the basis for the Sustainability Action Plan, and (b) to confirm the lead(s) for each project and the overall project direction and scope in consultation with the key leads and partners identified to date.

In addition to sharing information broadly on the City's website and via social media, engagement included focus groups held in October 2021. Each group focused on one of the four sustainability themes and the related projects, as follows:

- FOCUS GROUP 1: Energy Conservation (Projects 1, 2 and 3)
- FOCUS GROUP 2: Green Infrastructure & Sustainable Transit (Projects 4, 5 and 6)
- FOCUS GROUP 3: Local Food Production & Waste Reduction (Projects 7, 8, 9 and 10), and
- FOCUS GROUP 4: Water Stewardship (Projects 11, 12, 13 and 14).

Potential partners interested in either leading a project or helping to implement it were identified based on the Phase 1 and Phase 2 engagement. These current and potential partners, as well as members of the SAC and relevant City staff, were invited to one or more of the focus groups depending on their area(s) of interest and expertise. Invitees were also provided with a backgrounder and the draft project implementation components for comment and pointed to the Phase 2 report for additional project context.

Between 12 and 25 people were invited to each Focus Group, with participation rates for each being between 50% and 67%. Input provided in this phase has been integrated in this Plan and is represented in the graphic illustration included in this Plan.

