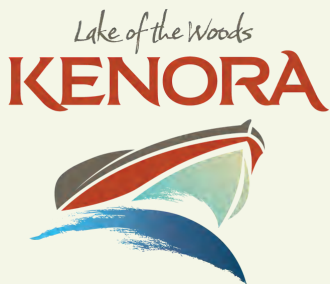


2024 ADOPTED BUDGET

OPERATING, UTILITY AND CAPITAL



Photo Credit: Amanda Kerr



The Corporation of the City of Kenora
Kenora, Ontario
Canada

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Land Acknowledgment

In the spirit of reconciliation, the City of Kenora acknowledges that we are on the traditional territory of the Anishinaabe and Metis 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 acknowledges that our economy greatly benefits from the Anishinaabe and Metis that live in and around the city.



Charting our Course - City Strategic Plan

The City's Corporate Strategic Plan lays the foundation for the City's future, Charting Our Course 2027. The cornerstones of our Strategic Plan are the Vision and Mission Statements.

Vision Statement

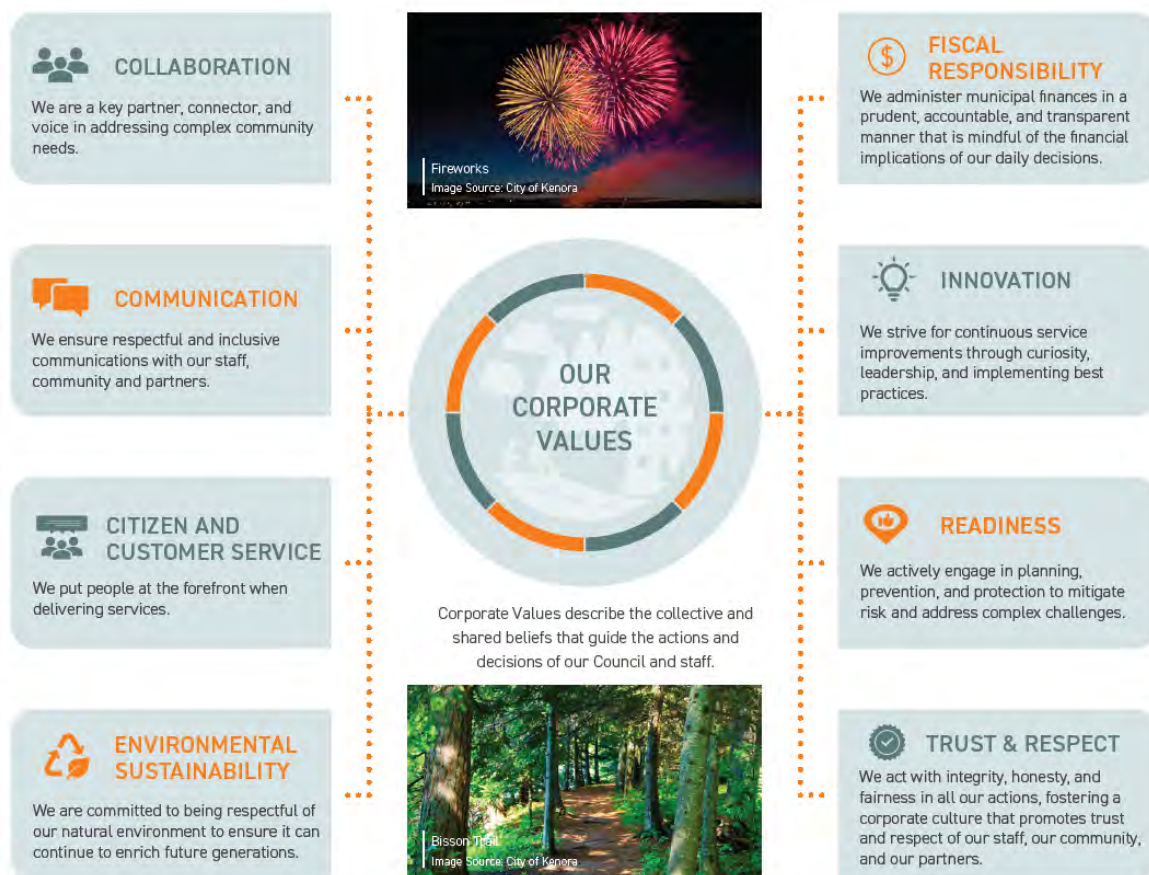
Kenora provides a high quality of life for residents and unforgettable experiences for visitors by celebrating and embracing the community's rich heritage, diversity, and natural environment.

Mission Statement

To be an accountable, collaborative, and informed team that takes pride in delivering value-added municipal services.

Corporate Values

The City's values as defined in its Strategic Plan, provide the City with guidelines for evaluating and determining its actions. To ensure that the City budget considerations are done in conjunction with these values as presented within the strategic plan, they are reviewed in conjunction with the budget deliberations, and have been set out below:



Kenora City Council



Back (left to right): Councillor Robert Bernie, Councillor Lindsay Koch, Councillor Lisa Moncrief, Councillor Graham Chaze

Front (left to right): Councillor Kelsie Van Belleghem, Mayor Andrew Poirier, Councillor Barbara Manson



Kenora at a Glance

- Kenora's population of approximately 15,000 residents is bolstered by a seasonal resident population estimated to be two to three times larger than the permanent resident population.
- Kenora is an internationally recognized visitor destination and gateway for the world renowned Lake of the Woods. Visitors and residents are provided access to a limitless range of recreation, leisure, and adventure opportunities.
- The region's original inhabitants, the Anishinaabe, have resided in the Kenora and Northwest Ontario region for millennia. Three neighbouring communities include Anishinaabe Wauzhushk Onigum Nation, Niisaachewan Anishinaabe Nation, and Washagamis Bay First Nation.
- Kenora has evolved from its traditional resource-based economy into a modern and thriving service-based economy that includes strong tourism, health care, retail, hospitality, education, and government services sectors.
- Kenora is an active community where residents have access to eight municipal parks, five beaches, 30 kilometers of trails, and recreational facilities that include hockey rinks, indoor and outdoor soccer pitches, ball diamonds, swimming pool, dog park and much more!
- Kenora has a vibrant arts and cultural community supported by key facilities such as the MUSE, two municipal libraries and countless special events, festivals, and other activities.

Budget Principles

In developing and reviewing the municipal operating, utility and capital budgets for 2024, the City has adhered to budgeting principles established to guide overall spending within the budget process.



Fiscally Responsible – mindful of the financial implications



Sustainable – supports the long-term financial viability of the City



Proactive – planning, prevention, and protection to mitigate risk and address complex challenges



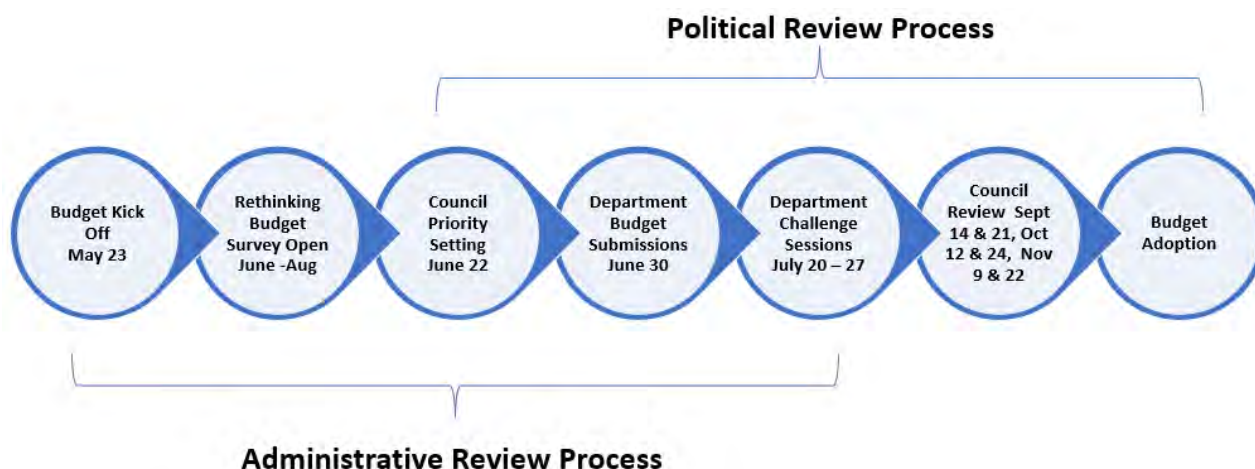
Prudent, accountable, and transparent – comprehensive view of City services and the investment required to support delivery



Deliver on **Strategic Focus Areas**

Budget Process

The budget process comprises of an Administrative preparation and review process which included a public engagement through the Rethinking Budget survey. Administration presents the Capital, Operating, and Utility budget for the Political review and Adoption.



Public Engagement

The City of Kenora's Budget 2024 public engagement process reflects a renewed focus on taxpayers, and creating opportunities for participation in the municipal budget process. The invitation for community input also served to create awareness and enhance knowledge about the budgeting process, while building transparency.

The Rethinking Budget Survey – Budget 2024 was launched in late June and was active during the summer months of July and August 2023. Over 460 individuals participated in the survey, representing both permanent and seasonal residents.

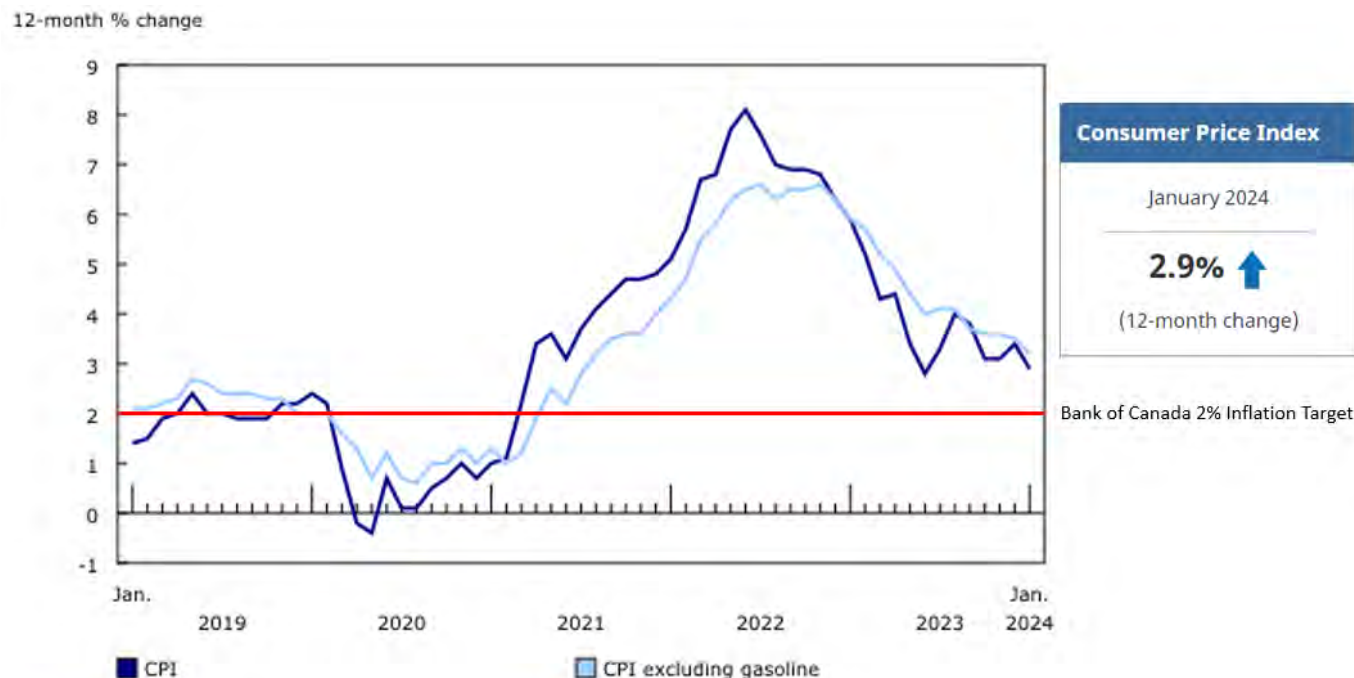
Survey questions allowed participants to rank municipal services in order of importance to residents, seeking direct feedback as to where the city should focus its efforts. Respondents were provided the opportunity to provide input on balancing increasing costs, spending, and priorities.

Rethinking Budgeting Survey results can be found through the following link to the City of Kenora's Budget and Finance page: <https://www.kenora.ca/en/your-government/resources/Documents/Rethinking%20Budgeting%20Survey%20Results.pdf>

Inflation and Economic Outlook

Consumer Price Index (Inflation)

Inflation has been a eminent concern worldwide following the COVID-19 pandemic's impacts. Consumers have had to manage significant increases in the prices of food, homes and rent, energy, and other consumer goods. The Bank of Canada Consumer Price Index (CPI) inflation hit a peak rate of 8.1% in June of 2022, decreasing to 6.3% in Decemeber of 2022.



CPI data suggests price increases will decelerate and inflation will continue to ease over the next year. Inflationary pressures are a primary driver of cost increases for the City of Kenora.

The City of Kenora maintains relevant economic indicators including demographics, labour force, household income, key industry and quality of life measures. These key indicators provide insights into our community, residents, households, workforce and livability. The community profile can be found at: <https://www.kenora.ca/en/build-invest/community-profile.aspx>



Operating Budget

The section consists of the City services categorized in functions including a description, 3 year budget with actuals by major account categories, full-time equivalent, revenue and expense variance explanations, and sub-services within the function.

The Operating Budget Summary provides the total Tax Levy required and the corresponding Tax Levy Impact as a percentage of prior years' Budgeted Tax Levy. Budget decisions and the explanation of change from 2023 Adopted Budget to 2024 Budget are included to provide a summary of the year-over-year changes.

Capital Budget

The Capital Budget section includes capital budget summary listing of 2023 Adopted, 2024-2033 capital listing by function and the capital project detail.

Appendices

Provide additional context and information in support of the budget.

2024 Operating Budget Highlights

The 2024 operating budget has total operating expenditures of \$42.04 million including capital expenditures (tax supported amount), reserve appropriations and debt payments. The summary highlights budget decisions and provides explanations for the changes from the 2023 Adopted Budget to the 2024 Budget.

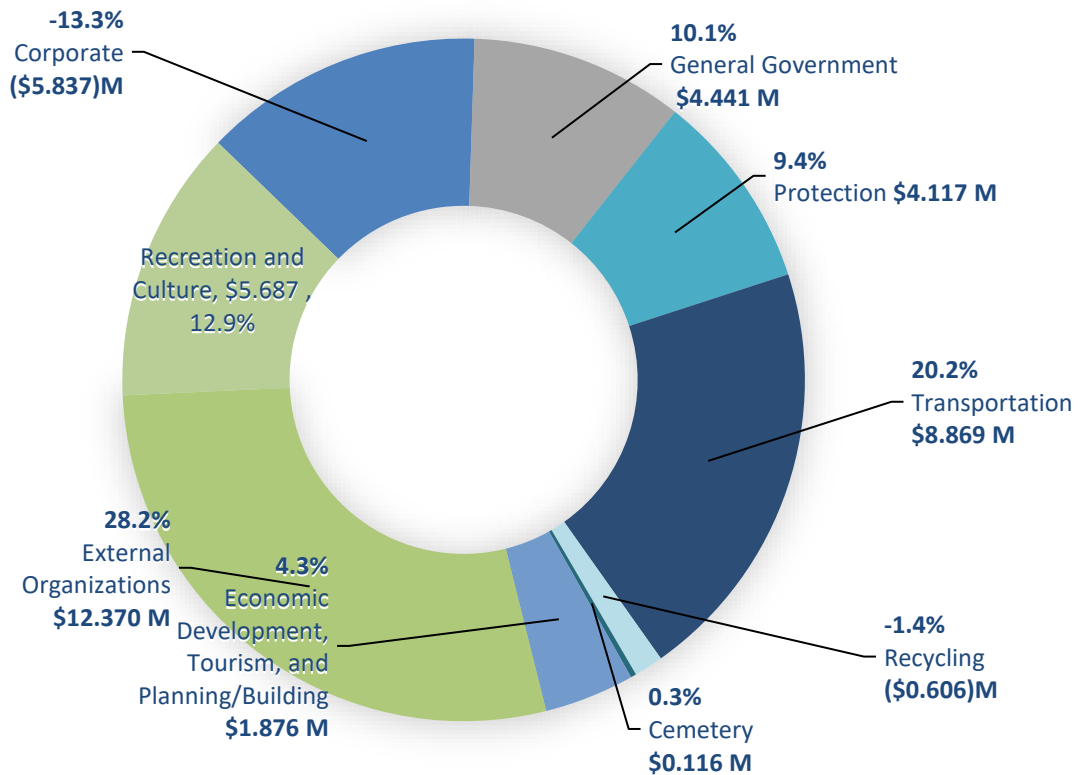
2024-2026 Operating Budget Summary

Operations Budget	2022 Actual	2023 Budget	2024 Budget	2025 Projected	2026 Projected
Revenue					
Federal Government Funding	\$26,656	\$270,000	-	-	-
Provincial Government Funding	\$4,466,345	\$4,044,385	\$4,062,490	\$4,064,490	\$4,064,490
User Charges	\$2,630,950	\$3,031,125	\$3,367,205	\$3,494,741	\$3,545,533
Miscellaneous Revenue	\$776,524	\$3,112,145	\$3,447,533	\$3,037,037	\$2,573,072
Appropriations from Reserve	\$1,329,983	\$1,369,396	\$130,928	\$70,000	\$20,000
Total Revenue	\$9,230,458	\$11,827,051	\$11,008,156	\$10,666,268	\$10,203,095
Expense					
Salaries Expense	\$12,437,231	\$16,225,554	\$15,654,276	\$15,798,169	\$15,996,461
Operating Expense	\$24,110,814	\$23,065,127	\$23,937,737	\$25,082,261	\$25,956,745
Appropriations to Reserve	\$4,523,779	\$1,536,164	\$1,541,410	\$1,921,112	\$1,996,113
Transfer to Capital	\$814,047	\$1,079,443	\$907,030	\$2,537,927	\$3,567,364
Total Expense	\$41,885,871	\$41,906,288	\$42,040,453	\$45,339,469	\$47,516,683
Net Total	(\$32,655,413)	(\$30,079,237)	(\$31,032,297)	(\$34,673,201)	(\$37,313,588)
		1% Tax Levy	\$ 300,792		

Change from 2023 Adopted Budget to 2024 Budget

Draft Budget	223,978	0.74%
External Organizations	1,061,870	3.53%
Fees and Charges Increase	(266,659)	-0.89%
Rural Roads Maintenance	162,445	0.54%
Communications Position	140,151	0.47%
Emergency Fleet Replacement	75,198	0.25%
OCIF funding replace NTL (Tsf to Capital)	(162,445)	-0.54%
NWHU Levy (0% increase for 2024)	(21,693)	-0.07%
KDSB Levy	23,511	0.08%
Kenora District Home for the Aged	17,496	0.06%
Provincial Grant	(532,474)	-1.77%
Increase IT Contract Services	231,682	0.77%
Net Increase over 2023 Adopted Budget	953,060	3.17%

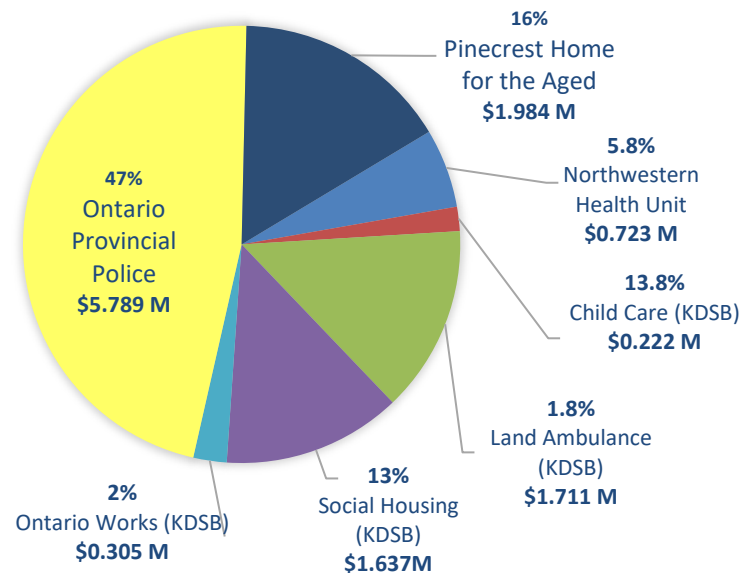
2024 Net Operating Budget by Functional Area



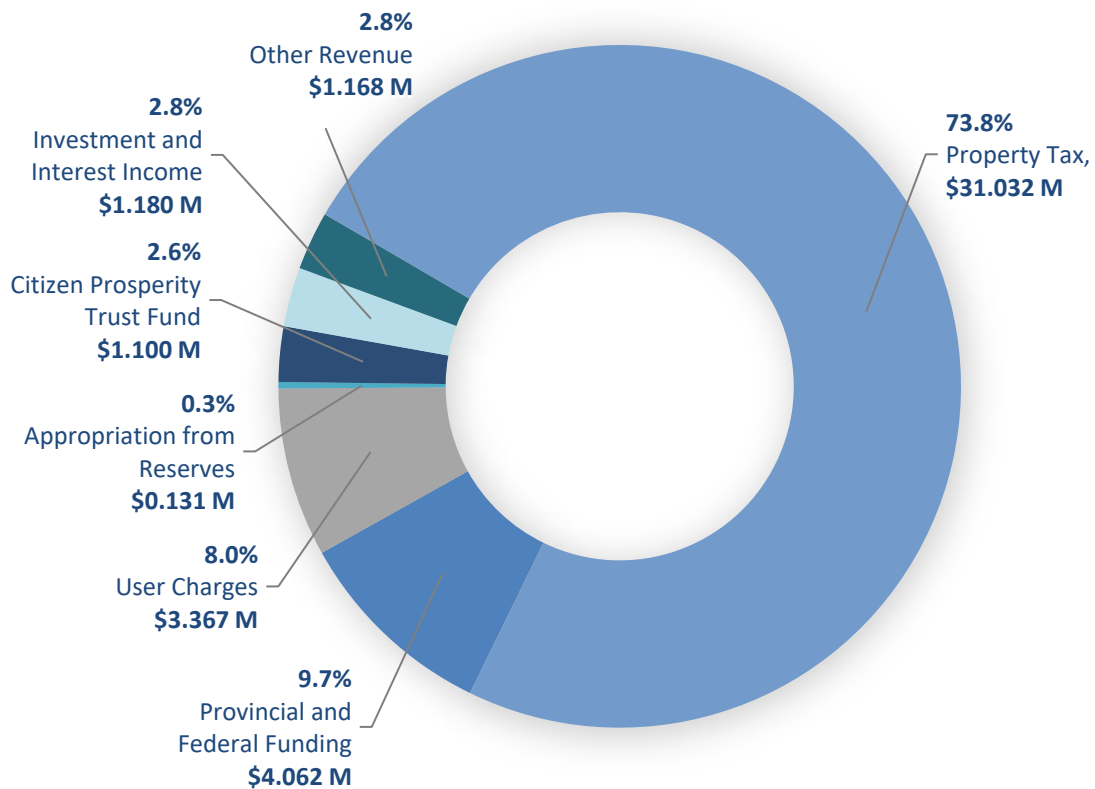
The transfer to the **External Organizations** are mandated by the Province of Ontario and consist of 7 services:

- Ontario Provincial Police (OPP)
- Northwestern Health Unit
- Kenora District Services Board (KDSB)
- District of Kenora Home for the Aged (Pinecrest).

Other transfers to external organizations whereby budget allocations are at the discretion of the City, specifically Kenora Handi-Transit, the Kenora Public Library, and the Lake of the Woods Museum and Arts Centre. These organizations are not included within the external organizations' information.



2024 Operating Revenue Overview

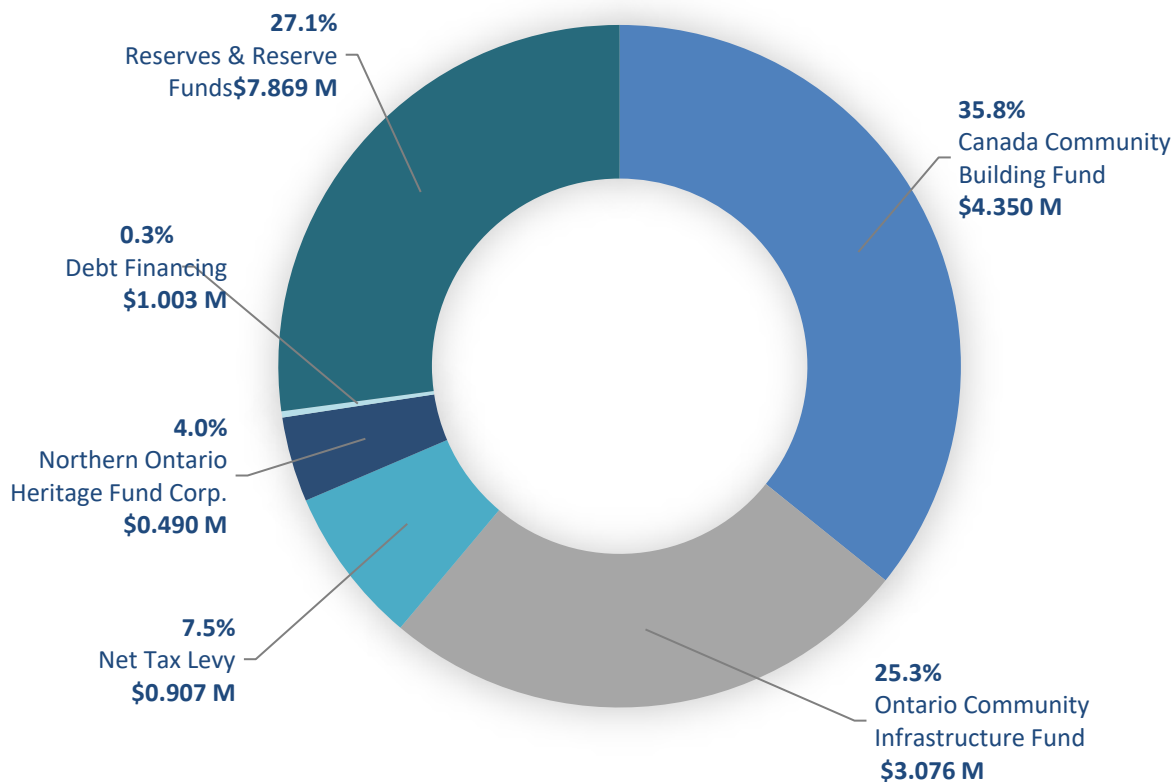


The City will require \$31.032 million through general Tax Levy, the Tax Levy is the City's most significant funding source, representing 73.8% of combined operating revenues. The Provincial operating grant is \$3.028 million.

2024 Capital Budget Highlights

The City of Kenora Capital Budget consists of a 2024 investment of \$17.695 million and 5 year plan of \$63.957 million, including Solid Waste and Water and Sewer. The Net Tax Levy allocation to capital is \$0.907 million.

Funding Sources for the 2024 Capital Budget (including Water, Wastewater and Solid Waste)



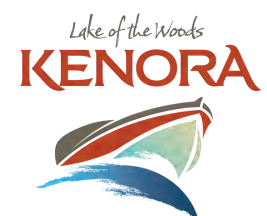
Reserves are utilized to stabilize, for special purposes and to fund annual capital expenditures, the City has established a number of reserves and reserve funds for specific purposes.

Utility Budget

The City Water & Sewer and Solid Waste Utility operations do not form part of the overall City budgets, although they have been included with City operating and capital budget documents. The Utility operations are independent and self-supported through user fees and do not impact the tax levy.

2024 ADOPTED BUDGET

OPERATING DEPARTMENTS AND DESCRIPTIONS



CORPORATE

Corporate revenues support the operating departments. General support revenue includes Provincial Power Dam and Ontario Municipal Partnership Fund. Interest Income and Contribution from the Citizen Trust are included in the Corporate Planning Center.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Provincial Government Funding	\$3,609,154	\$3,485,745	\$3,495,445		\$3,495,445	\$3,495,445
User Charges	-	\$55,500	\$55,500		\$55,500	\$55,500
Miscellaneous Revenue	-	\$2,400,000	\$2,437,500		\$2,387,500	\$2,387,500
Appropriations from Reserve	-	\$653,360	-		-	-
Total Revenue	\$3,609,154	\$6,594,605	\$5,988,445	1.	\$5,938,445	\$5,938,445
Expense						
Operating Expense	\$30,787	-	\$21,000		\$21,000	\$21,000
Appropriations to Reserve	-	-	\$130,000		\$130,000	\$130,000
Total Expense	\$30,787	-	\$151,000	2.	\$151,000	\$151,000
Net Total	\$3,578,367	\$6,594,605	\$5,837,445		\$5,787,445	\$5,787,445

Full-Time Equivalent Positions

Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

One time appropriation from the Tax Rebate Reserve to provide Fiscal Stabilization	(653,360)
Decrease in Property Tax Penalties and Interest reflective of actual experience	(70,000)
Sponsorship Revenue - Naming Rights	57,500
Increase in Interest Income	50,000
Increase in Ontario Municipal Partnership Fund	9,700
	(606,160)

2. Expenses

2023 reduction to the appropriation to Accessibility and Contingencies Reserves	130,000
Sponsorship commission expense	21,000
	151,000

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
Corporate	\$3,578,367	\$6,594,605	\$5,837,445	\$5,787,745	\$5,787,745
Net Total	\$3,578,367	\$6,594,605	\$5,837,445	\$5,787,745	\$5,787,745

General Government

Mayor & Council - The role of a Council has often been described as that of a steward. Council represents the public and considers the well-being and interests of the municipality. They develop and evaluate the policies and programs of the municipality to determine which services the municipality provides. Council ensures that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council and ensures the accountability and transparency of the operations of the municipality, including the activities of the senior management to maintain the financial integrity of the municipality. Council gives strategic direction to the Chief Administrative Officer (CAO), who then establishes direction to the rest of Administration.

Organizational Support - Administration covers miscellaneous costs associated with sustaining municipal operations, but not with any department. It includes the CAO, CAO's Executive Assistant, and the Senior Leadership Team, whose activities involve multiple departments. The CAO is Council's only employee. As the head of Administration, the CAO's job is to advise and inform Council, implement the decisions that Council makes, and manage the delivery of municipal programs and services.

SERVICE DESCRIPTIONS – GENERAL GOVERNMENT

Transparent Communication Internally and Externally:

The Chief Administrative Officer's Department is committed to providing transparent communication to the organization, and further ensuring that the public is aware of service level commitments and service delivery.

Health and Safety:

The CAO, along with the organization, is committed to ensuring safety of its staff is priority.

Intergovernmental Affairs:

The CAO's office liaises with many groups and organizations to ensure communication is sustained. The CAO's office communicates with provincial and federal ministries on a regular basis, and other agencies to continue and maintain relationships on ongoing and upcoming matters

Legal Advice and Direction:

This is a service level that the CAO's office oversees to ensure the organization is making sound decisions. The City Clerk oversees the Municipal Prosecutor who is responsible for the Provincial Offences prosecutions of the City.

SERVICE DESCRIPTIONS – GOVERNANCE

Committees of Council:

Serves as a recording secretary for all meetings which includes agenda and minute preparation. Tracking and follow-up of all official decisions and documents resulting from Council Meetings.

Freedom of Information & Protection of Privacy Act:

Administers the lifecycle of an access request, including review of records and consulting with applicants and third parties. Responds to administrative inquiries for routine disclosure and provides advice in uploading FOIPA as required.

Follow-Ups Publicly, Organizationally, and With Council:

The CAO's office is responsible for the focus and clarity of follow up between and with the organization as a whole, the public and its residents, as well as Mayor and Council.

Communications:

Handles media inquiries, videos, key messages, Council messaging, and other support pieces for Council and the organization. Oversees crisis and emergency communications; create awareness of internal staff initiatives, municipal website and social media pages, as well as campaigns. Facilitates internal records management in accordance with TOMRMS.

By-Laws:

Provides organizational wide By-law administration; manages By-law registry; liaises with departments to ensure legislated notices relating to By-laws such as public hearings, are prepared in accordance with legislation.

Municipal Elections & Census:

Performs municipal elections duties every 4 years, or as required. Oversees municipal census as required.

Commissioner of Oaths:

Provides commissioner services to the organization and the public, as required.

Helpdesk & Desk Support:

Facilitates and oversees IT Support contracted services, municipal security cameras; as well as any IT initiatives.

Customer Service:

Provides front line customer service for the City overall by receiving in-person, electronic and telephone service requests. Manage utility customer requests, bill utility accounts, and manage issues with customer accounts. Provide collection support of utility charges. Manage all parking and docking requests for City owned spaces.

Licensing

Receive applications for City licensing including business, marriage, lottery, sign, taxi, dog tags and other municipal licenses along with issuing burial and fire permits.

Civil Marriage Ceremonies

Perform civil ceremonies upon request.

Corporate Records

Manage the legal, economic and historical transactions of the City through its records and documents.

SERVICE DESCRIPTIONS – HUMAN RESOURCES

Recruitment and Selection:

Human Resources staff provide specialized assistance to departments throughout the recruitment process, including developing advertisements and interview questions, conducting interviews and reference checks, and completing the on-boarding process. When one includes making interview arrangements and notifying unsuccessful candidates, each selection process can consume many hours of staff time to fill each vacancy and we often have multiple selection processes ongoing at any one time.

Compensation and Benefits Administration:

Human Resources administers the policies that govern all aspects of employment, including the remuneration and terms of employment for Municipal employees. They administer payroll and the benefits programs for different staff groups as well as elected officials. The department aids with retirement planning, leave management and pension strategies and administration. The Municipality also provides Employee and Family Assistance Program coverage to its employees, to assist them in accessing confidential services for dealing with many of life's challenges.

Organizational Effectiveness and Efficiencies:

Human Resources, in collaboration with the management staff, oversees different HR projects and initiatives encompassing performance management, job evaluation and design, employee recognition, workload management and engagement. The department is responsible for designing strategies and programs to continually drive and support a workplace culture that builds trust, inclusivity and promotes excellence.

Risk Management and Insurance:

The Risk Management and Insurance Branch is responsible for the placement and administration of all City insurance coverage and the handling of all third-party liability claims made against the City relating to personal injury or property damage. Some of its specific functions include:

- Assisting other City departments in mitigating claims risk;
- Approving third party insurance certificates provided by vendors performing services for the City, parties who enter into agreements with the City, or those hosting special events on City property for personal use, etc.
- Investigating and processing any personal or property damage claims made against the City.

Training and Employee Development:

Human Resources coordinates the delivery of the Municipality's internal training program, offering a broad range of skills and training each year. The training program is built around developing the core competencies within staff to make them more comfortable with the challenging aspects of their existing jobs as well as preparing them to take on new jobs in the future. Annual offerings include various safety trainings, wellness trainings, first aid, mental health first aid, conflict resolution as well as leadership, supervisory and management skills development

Advisory Services, Employee and Labour Relations:

Human Resources staff promote harmonious labour/management relations, productive work environments, and fair and equitable treatment of employees through the consistent application of collective agreements, labour relations legislation, and workplace policies. Maintaining good employee relations is important to running a safe and efficient operation. The department also maintains a number of employment-related policies and addresses any human rights, respectful workplace, and other employment issues when they arise.

Occupational Health, Safety, and Wellness and Disability Management:

Human Resources leads the health & safety function at the municipality, with the support of OHS Committee members and management staff who promote a safe work environment for our employees. Human Resources is also the main point of contact for employees who require temporary or permanent accommodation in their work duties because of illness or injury. They work with management, the employee and the employee's physician to identify suitable work opportunities wherever possible, to assist the employee in returning to meaningful, productive work that meets with their medical restrictions. Other supports include interpretation and advice on OH & S legislation and WCB claims administration.

SERVICE DESCRIPTIONS – FINANCE

General Financial Administration:

Provide financial guidance to all departments in relation to all day-to-day activities. Consult with management to provide financial insights on various topics/issues/projects. Research industry best practices and employ where possible to improve operations and increase efficiencies.

Annual Budgeting:

Coordinate the preparation and finalization of annual budgeting process. Perform quarterly review of budget vs. actuals. Highlight and address variances.

General and Utility Billings:

Provide Accounts receivable services to all departments. Prepare monthly invoices for all monthly charges, liaising with customer for all billing accounts and collections, including utilities.

Financial Policy:

Provide financial policy for the City of Kenora with guiding principles to set a sound and sustainable financial standard.

Financial Reporting and Audit:

Review and approval of daily financial transactions of all areas of the organization. Monthly review and bank reconciliations. Financial Statement preparation, liaising with auditors to perform the annual financial audit. Submission of the Financial Information Return (FIR).

Accounts Payable Services:

Process invoices for payment to all vendors providing services to the Municipality. Coordinate with vendors on their accounts and provide updates on pending payments.

Taxation and Assessment:

Work with Municipal Property Assessment Corporation (MPAC) to prepare the assessment roll for the Municipality for all residential and non-residential tax rolls. Prepares and mails out tax notices semi-annually for all tax rolls in the Municipality. Provide information and other services to taxpayers in relation to the tax accounts. Conduct tax recovery process for all delinquent tax rolls including (tax notifications, tax payment plans, tax sales).

GENERAL GOVERNMENT

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Federal Government Funding	\$26,654	-	-		-	-
User Charges	\$192,893	\$191,472	\$201,555		\$203,707	\$205,268
Appropriations from Reserve	\$204,580	\$136,999	-		-	-
Total Revenue	\$424,127	\$328,471	\$201,555	1.	\$203,707	\$205,268
Expense						
Salaries Expense	\$2,666,863	\$2,863,733	\$3,032,957		\$3,070,425	\$3,194,510
Operating Expense	\$1,098,112	\$1,121,862	\$1,395,879		\$1,386,442	\$1,572,941
Appropriations to Reserve	\$210,000	\$236,885	\$213,712		\$248,271	\$318,592
Transfer to Capital	\$17,000	-	-		-	-
Total Expense	\$3,991,975	\$4,222,480	\$4,642,548	2.	\$4,705,138	\$5,086,043
Net Total	(\$3,567,848)	(\$3,894,009)	(\$4,440,993)		(\$4,501,431)	(\$4,880,775)

Full-Time Equivalent Positions		33.06	33.06		33.06	33.06
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Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Decrease in Transfer from Reserves:

Finance - support Succession of Director of Finance	(106,999)
Building - City Hall HVAC upgrade	(30,000)
Increase in Fees and Charges	10,083
	(126,916)

2. Expenses

Increase Contract Service (IT)	231,682
Increase in Salary and Benefits - addition of Communications Position	140,151
Increase in Software:	
File Hold Program/user fees	23,161
Microsoft licenses	38,286
Increase in Salary and Benefits due to a reduction in the Vacancy Management, Restatement of FTE to include Safety Wellness position, Regular Salary Steps, Labour (costing), Pension and other General Increases, offset with the Redistribution of the approved Compensation review (previously held in HR - allocated to individual departmental positions).	39,773
Increase in Computer Maintenance as per the replacement schedule:	
Human Resources - Training Laptops	40,262
Finance	(3,560)
Increase in Insurance claims - previously unbudgeted	26,149
Increase Donation to Physician Recruitment Committee	15,000
Increase in Subscriptions and Memberships for Professional Staff Designations	6,886
Increase in Administrative Support/Overhead Recovery (Internal Services)	(77,788)
Decrease in Transfer to Reserve for Succession - one year pause	(30,000)
Decrease in Training as a result of increase online offers	(8,500)
Decrease in Legal expense:	
Human Resources	(10,000)
City Clerks	2,900
Miscellaneous adjustments	(14,334)
	420,068

Subservice	2022 Actual	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Governance/Human Resources/Finance	(\$3,192,790)	(\$3,480,278)	(\$4,035,069)	(\$4,089,155)	(\$4,323,885)
Mayor and Council	(\$375,058)	(\$413,731)	(\$405,924)	(\$412,276)	(\$556,890)
Net Total	(\$3,567,848)	(\$3,894,009)	(\$4,440,993)	(\$4,501,431)	(\$4,880,775)

PROTECTION

Fire - The City of Kenora Fire and Emergency Services is dedicated to providing public fire safety services to our citizens that result in improved quality of life and peace of mind. As a Team, we strive to minimize losses and suffering through emergency service delivery, fire prevention and public fire education, and community service activities. We will provide our service and treat those we serve and each other in a manner that is honest, fair, and unbiased; honour our heritage, actively participate in our community, and serve with integrity; strive to support the individual development, personal satisfaction, and pride of all members; and endeavour to uphold the unique camaraderie and trust that is the fire service.

Police - The City of Kenora is policed by the Ontario Provincial Police (OPP) and costs which are base cost plus calls for service are included in External Organizations funding. The Police service board, which is a Section 10 Board, provides strategic direction to the policing service which focuses on community priorities.

Emergency Management - Emergency Management establishes a framework for coordination, development and implementation of prevention, mitigation, preparedness, response, and recovery strategies to maximize the safety, security and resiliency for City of Kenora residents. The Emergency Management and Civil Protection Act, 1990 provides that every municipality shall develop and implement an Emergency Management Program and that the Council of the municipality shall by By-law adopt the Emergency Management Program (Bylaw #135-2017). The Act requires that every municipality shall formulate an Emergency Response Plan, outlining the provision of necessary services during an emergency, the procedures related thereto, and the manner in which employees of the municipality and other person will respond to the emergency.

By-Law Services - The Enforcement Services Department provides frontline interaction and response to public concerns through regarding bylaw enforcement. The Department provides complaint responses to municipal By-laws, offences that fall under provincial legislation, and answers questions related to municipal By-laws.

Building Inspection - Examination of plans, issuing building permits, inspection of construction and plumbing within City limits. Enforcement of building and property standards, By-laws, and the Ontario Building Code. Maintenance of Municipal Street Addressing.

Facility Operations - The Facilities Department is responsible for the maintenance, cleaning and capital planning and project delivery for 120 buildings, structures, wharfs and docks. These structures include any City owned facility ranging from recreation facilities to public washrooms. The department is also responsible for office moves, fire alarm and security alarm maintenance and electrical compliance safety inspections.

911 Emergency Access - Provision of access to 911 emergency services

SERVICE DESCRIPTIONS - FIRE

Under Protective Services, there are 3 fire stations:

- Station #1 – Kenora
- Station #2 – Keewatin
- Station #3 – West HWY

Operates & Trains Firefighters In The Effective Fire Operations Of
The Following Equipment:

- 7 – Pumpers
- 1 - Rescue
- 1 - Aerial Truck
- 1 – Fire Boat

Emergency Response:

The City of Kenora Fire and Emergency Services (CKFES) undertakes and provides the following emergency and response services: basic firefighting (no expected rescue component), structural firefighting including rescue, vehicle firefighting, grass, brush and forestry firefighting, marine firefighting, island firefighting, basic medical assist and ambulance assistance to Standard First Aid and CPR levels, awareness level hazardous materials, operations level hazardous materials, and limited technicians hazardous materials, vehicle accidents, vehicle extrication, transportation incidents involving vehicles, trains, aircraft, and watercraft, water and ice rescue-shore based, water and ice rescue-water entry based, and water and ice rescue-boat based, limited high angle rescue, limited confined space rescue, mutual aid participation, community emergency service plan participation, public assistance, public utilities assistance, police assistance and role as Assistant to the Fire Marshal, re: a duty to report.

Emergency Management:

The aim of Emergency Management is to provide a set of generic action guidelines to increase the City's ability to efficiently and effectively deploy services and resources to protect the property and the health, safety, and welfare of the residents of the City of Kenora during emergency situations. The City of Kenora Emergency Plan is a generic and flexible document, adaptable to any emergency situation, reflecting the five components of emergency management, which are prevention, mitigation, preparedness, response, and recovery.

Training and Education:

CKFES minimum training standard will be the Ontario Firefighter Curriculum.

CKFES shall supplement the foregoing minimum training standard by accessing specialized National Fire Protection Association Training Programs as offered through the Ontario Fire College or other such similar educational institutions.

CKFES shall access training programs as offered by the Ontario Municipal Prevention Officers and the Ontario Fire and Life Safety Educators Associations.

CKFES shall access Executive Development Training as offered at the Ontario Fire College or other such similar educational institutions.

Fire Prevention and Public Fire Safety Education:

The CKFES has established a wide range of Public Fire Safety and Prevention Programs that occur throughout the year and focus on children, young adults, older adults, and seniors.

Programming activity includes but is not limited to the following: Risk Watch, TAPP-C, Put a Lid On It, Older and Wiser, Remembering When, Alarmed for Life, Your Safe Home, Babysitter Program, Annual Home and Sports Show, Lake of the Woods Property Owners Association, Media-radio, television, and newspaper, Fire Station Tours, School Presentations, Safe Grad, Christmas Fire Safety, Spring Fire Safety, Portable Fire Extinguisher Training-Nursing Home Staff, Hotel Staff, and City Staff, Water and Ice Safety, and Burning By-Law.

The CKFES has established a substantive inspection program.

Included types of inspections are the following:

Commercial/Industrial, A, B, and C Occupancies, 9.3 OFC, 9.4 OFC, 9.5 OFC, 9.6 OFC and 9.8 OFC, Residential upon request, Complaint, Solid Fuel Appliance, Liquor License, Real Estate Sales, and Burning By-Law.

Fire investigations shall be provided in accordance with the Fire Protection and Prevention Act.

Fire Prevention Training shall be maintained to the Ontario Fire Service Standard for Fire Prevention Officers, and to the Ministry of Municipal Affairs and Housing Standards

New construction inspections and plan reviews of buildings under construction in matters respective of fire protection systems within buildings shall be conducted in accordance with the applicable By-Law and operating procedures.

SERVICE DESCRIPTIONS – BY-LAW SERVICES

Provincial Offences (POA)

The Provincial Offences Act (POA) is a provincial statute that sets out procedures for the prosecution of offences under other provincial statutes and regulations and municipal by-laws. The City's Provincial Offences division provides for the prosecutorial and court administrative functions for all Provincial Offences matters on behalf of the Red Lake, Sioux Narrows-Nestor Falls and Kenora Court Service Area, including enforcement, collection and distribution of fine revenues.

Crime Prevention and Community Well-Being Committee:

The Crime Prevention and Community Well-Being Advisory Committee serves as a resource and advisory body to the Municipal Council on matters relating to crime prevention and community well-being in the City of Kenora.

Complaint Response:

This includes complaints that are made by residents and visitors to the community with respect to By-law infractions. They can also be received by other law enforcement agencies, emergency services, and/or community-based groups and businesses.

Community Ambassador Program:

Seasonal positions assist front line engagement with making the downtown core areas of the community a safer place.

SERVICE DESCRIPTIONS – BUILDING INSPECTIONS

Building Permits

The Building Inspection department processes over 150 permits annually. A Building Permit provides property owners with formal permission to begin construction or demolition of buildings on their property. Building Permits control types of construction and ensure that minimum building standards are met. The Building Permit process protects each homeowner's interests, as well as those of the community at large. Permits help ensure that any structural change is safe, legal, and sound. It is unlawful to start construction or demolition without posting a valid Building Permit. Applications for a simple alteration or addition can be processed quickly, but more complex proposals may take longer. The Ontario Building Code requires that a municipality review a complete permit application within a certain time frame where the application meets the criteria set out in the Code. For example, the time frame on a permit application for a house is 10 days. For a more complex building, such as a hospital, the time frame is 30 days. Within this time frame, the municipality must either issue the permit or refuse it with full reasons for denial. For incomplete applications Notice of Deficiencies are sent in accordance with this time frame.

Addressing:

Work with GIS to assign new Municipal Addresses.

Occupancy Permit:

An Occupancy permit or Partial Occupancy permit indicates compliance with the Ontario Building Code. Occupancy permits are issued if mandatory inspections have been conducted and any identified violations of the building code have been addressed.

Reporting:

Prepare and submit regular updates to the Municipal Property Assessment Corporation (MPAC), Statistics Canada and Canada Mortgage and Housing Corporation (CMHC) on building local activity.

Building Inspections:

Building Inspectors review projects during key stages of construction to ensure compliance with approved plans and the Ontario Building Code. Mandatory inspections are identified on Building Permits. It is the property owner's responsibility to request inspections and have the work subject to inspection visible. Service levels for Building Inspections are specified in the Ontario Building Code. Inspectors require a minimum of 48 hours' notice to schedule an inspection.

PROTECTION

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Provincial Government Funding	\$47,872	-	-		-	-
User Charges	\$251,018	\$262,177	\$304,610		\$314,558	\$337,011
Miscellaneous Revenue	\$15,002	-	-		-	-
Appropriations from Reserve	\$54,411	-	-		-	-
Total Revenue	\$368,303	\$262,177	\$304,610	1.	\$314,558	\$337,011
Expense						
Salaries Expense	\$2,703,468	\$3,045,835	\$3,233,788		\$3,261,467	\$3,286,587
Operating Expense	\$1,169,499	\$1,025,363	\$1,067,873		\$1,058,979	\$1,114,766
Appropriations to Reserve	\$53,342	\$45,000	\$120,198		\$121,702	\$113,236
Transfer to Capital	\$21,658	-	-		-	\$95,000
Total Expense	\$3,947,967	\$4,116,198	\$4,421,859	2.	\$4,442,148	\$4,609,589
Net Total	(\$3,579,664)	(\$3,854,021)	(\$4,117,249)		(\$4,127,590)	(\$4,272,578)
Full-Time Equivalent Positions		31.32	32.75		32.75	32.75

Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Increase in revenue as a result of new Station #2 Lease Agreement	12,000
Increase in Building Inspections fees and forecasted sales volume of Animal Services Licenses and Fees & Provincial Offences Fees	32,963
Miscellaneous adjustments	(2,530)
	42,433

2. Expenses

Increase Appropriations to Reserve for Vehicle and Equipment Replacement	75,198
Increase to Salary and Benefits due to regular salary steps, pension and other general increases. FTE restatement for Pay Per Call Firefighters - previously a lump sum dollar amount which did not reflect an FTE.	187,953
Decrease in Principal and Interest due to Aerial Fire Truck debt maturing	(57,648)
Increase in Contracted Services:	
Emergence Plan RFP	75,000
MNRF Agreement-Northern 911 Dispatch	31,600
Increase in Insurance	4,376
Increase in Utilities	7,500
Decrease in Materials and Supplies	(10,328)
Decrease in Training - completion of the Property Standards Certification	(3,000)
Miscellaneous adjustments	(4,990)
	305,661

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
By-Law/Building Inspections/POA	(\$594,566)	(\$739,582)	(\$856,969)	(\$862,628)	(\$863,678)
Emergency Measures	(\$47,582)	(\$21,889)	(\$97,284)	(\$22,952)	(\$23,654)
Fire	(\$2,892,456)	(\$3,058,522)	(\$3,129,418)	(\$3,208,390)	(\$3,361,585)
Police	(\$45,060)	(\$34,028)	(\$33,578)	(\$33,620)	(\$23,661)
Net Total	(\$3,579,664)	(\$3,854,021)	(\$4,117,249)	(\$4,127,590)	(\$4,272,578)

TRANSPORTATION

Roads & Bridges - The Roads Department manages the operations and maintenance activities of (310kms) of two-lane roadways and [66.5kms] of sidewalks following the Provincial Minimum Maintenance Standards throughout all seasons alongside regulatory compliance and public concerns. The department issues and manages the contracts for hard surface treatment, dust suppression, supplementary snow removal and plowing, beaver dam removal and sidewalk repair. The department also manages inventory levels of granular materials, winter sand and salt, ground asphalt and concrete with the Engineering department. Emergency repairs and OPP support are provided on an as needed basis, as are repairs and maintenance related to all street lighting and traffic lights within City limits.

Street lighting - Repairs, maintenance and utility costs related to all street lighting and traffic lights within City limits.

Engineering - The Engineering Department provides City Administration with professional project and construction management services, on all major Municipal projects, including addressing public concerns in a timely manner. The department completes in-house engineering design of the major road, sewer and water and storm projects. The Contracts for asphalt and concrete grinding and roads crack sealing is also managed by this department.

Transit - The City funds both a conventional and accessible transit service. Both services are operated by outside parties through contract or a governing Board. The Handi-Transit Board has existed since the early 80's and provides the day-to-day coordination of services. The conventional transit services is contracted to a third party to provide the day to day operational services.

Parking - Operation of various City parking lots, including Parkade, Chipman Parking Lot, McLellan Parking Lot, Park Street Parking Lot and the Harbourfront Parking Lots.

Fleet- The Fleet Department manages the Municipality's fleet of vehicles, construction and maintenance tools and equipment, as well as Transit and Handi-Transit buses. This Department also manages the Municipality's Commercial Vehicle Operator's Registration (CVOR) Program.

SERVICE DESCRIPTIONS - ROADS

Roadside Brushing & Windstorm Clean Up:

On a yearly basis, vegetation, brush and trees encroaches into City Road allowances, creating a safety risk of reduced sightlines for vehicle and pedestrian traffic. The Roads Department cuts back, trims and removes brushing and trees along roads, at intersections and in dead ends to eliminate this hazard, re-establishing sightlines. Overgrowth on private property is the responsibility of the property owner. In the event of storms with severe winds, large volumes of wood debris can be created. The Roads Department will respond by bucking fallen trees and chipping debris. Storm cleanup of paved roadways is completed with the City's mechanical broom/vacuum sweeper. Each season, roadside brushing is completed along 20 - 30 kms of the City's roadways.

Dust Control:

Vehicle Traffic on the City's loose top gravel roads creates a significant amount of dust, primarily north of the Bypass. The Roads Department contracts a single application of calcium chloride dust suppressant for an average of 63km of roadway each season. The application is typically performed in June, providing a large reduction in the dust generated for the dry season. The city orders approximately 160,000 Liters of calcium chloride each year.

Line Painting:

Line Painting of the City's Roads, intersections, crosswalks, parking spaces and parking lots is completed annually. The City contracts out this service with pavement markings typically applied in early June. Work is prioritized on HWY 17 and intersections, followed by parking area markings.

Gravel Pit Operations:

The City owns 3 gravel pits, with 1 being active with remaining materials available. The Roads Department maintains the gravel pits and the material is used primarily for infill of sewer, water and storm repair excavations.

Sign Maintenance and Delineators:

The City self performs maintenance and repairs to signage annually. Signs are hit by traffic, vandalized, stolen and can lose their reflectivity as they age. Each season the City completes repair or replacement of over 150 signs. The City completes maintenance and repairs to roadside guardrails and delineators as they age or are damaged from traffic accidents.

Paved Roads Maintenance and Repairs:

Over the winter season, the City's roads accumulate sand that is spread as part of Winter snow control measures. The Roads department begins street sweeping as early as weather conditions permit in the Spring. Special attention is given to the downtown core with complete street and sidewalk washing and sweeping. In addition to pothole repairs, paved roads also require patching due to larger repairs or underground utility maintenance and repairs. Patches smaller than 4m x 4m and shoulder repairs can be completed in-house with the Asphalt Recycler and Hot Box, but larger patches are contracted out to a paving provider.

Bridge Washing:

The City has 18 bridges (excluding 3 walkover bridges) that require annual washing as part of their regular maintenance. Over the winter season sand and road grit makes its way into the bridge joints. This material can cause the joints to seize, leading to accelerated failure of bridge components. The Roads department washes out the joints to maintain joint movement and prolong the lifespan of the City's bridges.

Surface Treated Roads:

The Roads Department maintains 58km of Hard Surface Treated Roads. The application of hard surfacing is a contracted service. Each season, the Roads Department patrols the hard surface treated roads identifying areas requiring patching and repair. Over time, clay and larger boulders can break through the road surface. The removal of these items is completed by the Roads Department prior to the contractor being brought in. Roads that have broken down due to age are re-surfaced with a single or double application based on the severity.

Pothole Repair & Patching:

Prior to 2023, the City completed pothole repairs for about 6 months of the year, depending on weather conditions. In 2023, the City took delivery of an Asphalt Recycler and Hot Box, which allows for potholes to be repaired year round. The City's roads patroller completes regular inspection of road surfaces, noting the location of potholes and deficiencies forming. Further, the City has a dedicated phone line for potholes reporting by residents and the public. The new Asphalt Recycler and Hot Box allow the city to complete repairs that are more resilient and last longer than the previous cold-patch methods. The City recycles asphalt from its annual paving projects for re-use as pothole filling material.

Locates:

The Roads Department completes residential and commercial locating of underground utilities (storm sewers, culverts) in conjunction with the Sewer and Water Department and Ontario One-Call on an as-requested basis.

Sidewalk Inspection and Repair Program:

The Roads department maintains 66km of sidewalks of varying widths. Spring sweeping of sidewalks is completed alongside street sweeping. Again, special attention is paid to the downtown core with complete sidewalk washing and sweeping with spot washing of sidewalks being completed through the summer season. Sidewalks tend to heave or shift over the Winter. The Engineering department completes an annual inspection of sidewalks, noting trip hazards and contracts out a sidewalk grinding package. The Roads department completes sidewalk reconstruction in areas where underground utility work has taken place or more severe damage has occurred.

Gravel Road Rehabilitation:

The Roads Department maintains 116km of loose top gravel roads that degrade over time due to reductions in available drainage paths for water. As vegetation grows, the shape and edges of ditches become altered. Vehicle traffic slowly pushes gravel to the road edge, creating a flatter surface. These changes increase the amount of water held on the road surface, progressing deterioration.

The roads department aims to complete re-grading and edge-mulching of loose top gravel roads on a bi-weekly basis to reshape the road crown and keep material from building up roadside. Ditching, culvert cleanout and replacement are completed alongside roadways on an approximate 5-year cycle. Over time, granular material that has migrated into ditches is no longer able to be re-spread on the road surface. Partial reconstruction of the road is then required. On average the city lays 5000 tons of new gravel materials on roads requiring rebuilding.

Parking Lots:

City owned parking lots are maintained by the Roads Department with sweeping of sand taking place in the Spring and snow removal taking place in the Winter. Lot signage is also repaired as it becomes damaged or goes missing.

Storm Drains:

The Roads department performs maintenance and repairs on the City's stormwater catch basins, piping and culverts. The department completes regular flushing and cleanout of catch basins and piping that is known to repeatedly collect material over the Winter and Summer seasons.

With data from the Engineering Department's CCTV inspections, the Roads department works to replace storm piping that is beginning to fail. Reports of failures and flooding are dealt with as they arise.

Streetlights and Traffic Signals:

The Roads Department promptly responds to reports of streetlight and traffic signal outages or damage. This includes swift actions such as evaluation, restoration, or replacement when required. Managing vegetation involves clearing around the mast's base and removing plant growth obstructing the light's trajectory.

The Department works with Engineering to ensure a consistent enhancement and renewal of its street lighting and traffic signal system via capital initiatives. Assessment factors are comprised of infrastructure age, traffic flow, illumination range, and public safety.

Winter Control and Operations:

The Roads Department's Winter Control Operations consist of sanding, snow plowing and removal, and sidewalk sanding and plowing. The Roads Department initiates snow plowing operations when snow has begun accumulating to levels of 5cm on City Roadways. Priority of road clearing is given based on the class of roadway. HWY 17, arterial roads, the City bus routes and school zones are cleared first and then operations are expanded to lower class roads. Plowing is followed up with sanding to help with vehicle tire traction. There are several roads within the City that require sanding ahead of plowing to enable the plow trucks to get traction for snow clearing. Sanding is supplemented with straight salt application when conditions are especially slippery.

Depending on the severity, sidewalk plowing and sanding may not start until street plowing is nearing completion.

Snow removal from the downtown core is completed with dedicated nightshift. Vehicle and pedestrian traffic and congestion prevents clearing during the day. During periods of less precipitation, the Roads Department completes snow removal from areas where it has been stockpiled throughout the city. The Roads Department also completes clearing of City parking lots, with snow being stockpiled and removed as time allows.

Each season, the City contracts out supplemental snow clearing and removal services as well as heavy equipment and truck rentals for use on an as needed basis.

Roadway Entrance and Encroachment Permits:

Property Owners apply to the Roads Department for Entrance Permits when they would like to connect their property to the City's roads with a new or modified driveway. Various businesses, utilities and property owners also apply for encroachment permits when they have a need to place items or structures on city property. The Roads Department reviews these applications and for approval as the requests are made.

SERVICE DESCRIPTIONS - ENGINEERING

Engineering Support:

The Engineering Department's functions consist of managing the technical aspects of the municipality's infrastructure and services. Engineering Support's key elements include the provision of engineering planning, project design review, cost estimation, construction contract administration and management, infrastructure condition assessments, quality control and assurance, records management, environmental review and applications, development application reviews and implementing municipal services and bylaws relating to infrastructure, operations, and maintenance. The Engineering Department provides support to multiple departments and their capital project initiatives including specifications review and development, tendering, contracts review, project management and design.

Capital Assessment, Prioritization and Planning:

The Engineering Department assumes responsibility for evaluating, prioritizing, and orchestrating capital projects associated with the City's roadways, bridges, sidewalks, street lighting, traffic signals, wastewater collection, water distribution, and stormwater collection systems. This evaluation process involves the utilization of historical data as well as consistent assessments of the City's infrastructure, all aimed at determining the allocation of capital funds. The prioritization mechanism involves gauging the risk profile of the City's infrastructure. Ultimately, these assessments culminate in the formulation of comprehensive 10-year capital plans.

Project and Construction Management:

The Engineering Department provides the project and construction management of the City's major projects. These projects primarily consist of the Arterial, Municipal and Laneway Paving Projects and Water and Wastewater Piping Replacement Projects. Engineering oversees a multitude of contracts, varying in size and complexity on an annual basis. Both consultant and construction contracts fall under the department's purview. The department guides the projects delivery while ensuring the parameters established by the City, including scope, budget, schedule, and specifications are adhered to.

Design Services:

As part of capital project delivery, the Engineering Department conducts in-house design services. This includes providing design solutions for the majority of capital projects undertaken within the City. The Engineering Department provides an array of associated services such topographical surveying, formulation of design briefs, securing regulatory or environmental clearances, and the development of detailed design drawings and specifications.

Municipal Corridor and Utility Management:

The Engineering Department review and endorses the planning, evaluation, and endorsement of all hydroelectric, natural gas, communication, and pipeline infrastructure. The department evaluates forthcoming City and Utility infrastructure development plans, verifying the availability of corridor space while safeguarding the City's vested interests.

Bridges:

The Engineering Department is responsible for the assessment, prioritization, planning, design, and project management for capital projects related to the City's 21 bridges. The bi-annual bridge inspection is also completed within the engineering department.

GIS Technology:

The Engineering Department manages and maintains the City's overall GIS systems and services. The GIS technician processes mapping requests that are received from internal and external customers, provides training, guides, and tutorials for use by staff and the public, conducts data research and data collection, maintains geospatial datasets based on organizational needs, creates, and maintains metadata and reviews and interprets drawings for digitization.

Storm Water Collection Program:

The Engineering Department plans, designs and manages the City's storm water system rehabilitation program. This is an annual capital construction project with work is prioritized based on system condition, risk and capacity.

SERVICE DESCRIPTIONS - FLEET

Vehicles and Equipment:

- City's Fleet of Equipment Consists of a total of 142 pieces of small and large vehicles and equipment, supplemented by 129 smaller support pieces:
- Fire - 12 Units (Apparatus/Boats/ATV's/Trailers)
- Light Fleet - 59 Units (Cars, SUVs, Pickup Trucks and Vans)
- Heavy/ Equipment- 71 Units (Construction Equipment, Boats, Transit Buses, Snowplows, implements and Attachments, Scissor Lifts, Vacuum Trucks etc.)
- Small Engine - 129 Units (Chain Saws, Weed Trimmers, Generators, Snow Blowers, etc.)

Equipment & Vehicle Repair Service:

The Fleet Department follows the Code of Practice for Vehicle Inspection Program Facilities. The City's facility is operated in accordance with the Traffic Safety Act and its regulations. Statutory Planning Annual and semi-annual inspections are done in accordance with Provincial Regulations. Scheduled Preventative Maintenance is completed following the equipment manufacturer's recommendations. Unscheduled Repairs are performed in a timely matter including in-field when required. The City leverages the equipment warranties where possible, ensuring that warranty repairs are done at servicing locations or that parts are supplied for such repairs.

Commercial Vehicles Operators Registration (CVOR) Compliance:

The Fleet Department is responsible for CVOR compliance. The department sets policy to ensure City Staff are in compliance with Ontario and Manitoba CVOR regulations, including developing and tracking daily logbooks, completing required routine inspections and subsequent reporting and audit requirements to the Provincial Agencies.

Taxi Meter Certification:

The Fleet Department is responsible for the testing and certification of all City of Kenora taxi meters on an annual basis.

Procurement & Disposition of Equipment & Vehicles:

The Fleet Department is responsible for the planning, purchasing and replacement of all of the City's equipment. The Department disposes of used equipment via auction or trade-in to reduce acquisition costs of new equipment. The department assists and supports other City departments (Roads, Underground Services, etc. with planning of future equipment requirements. insurance & registration. cataloguing equipment inventory and growth monitoring and reporting.

Equipment & Vehicle Allocation:

The Fleet Department coordinates departmental demands for vehicles and equipment, allocating equipment strategically in response to identified departmental priorities. The department manages vehicles designated for use by summer and seasonal staff and organizes vehicle requests submitted across the organization for day-to-day operations. The Fleet department is continuously monitoring equipment utilization, enabling the Municipality to maximize the lifecycle of its assets by aligning vehicle allocations to staff complements.

Procurement of Parts & Inventory and Consumables:

The Fleet Department manages the parts and consumables inventory required for fleet maintenance. Parts requisitions from technicians are handled swiftly, achieving same-day or next-day fulfillment. The department completes physical counts of inventory to align with calculated inventory stock, managing inventories of fuel, lubricants, parts, blades, and bulk supplies. The Fleet department also supports other departments by sourcing parts as needed through procurement partnership programs.

Department Support Services:

The Fleet Department performs routine maintenance on numerous backup generators servicing critical City infrastructure within the Wastewater Treatment Plant and pumping stations, Water Treatment Plant and booster stations, the Fire Hall, the Operations Centre and many more. The Fleet Department fabricates custom tools, mounts, and completes repairs as necessary with the department's welding and fabricating capabilities.

TRANSPORTATION

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
User Charges	\$781,199	\$919,300	\$1,075,020		\$1,083,361	\$1,085,275
Appropriations from Reserve	\$716,473	\$306,666	\$120,000		\$70,000	\$20,000
Total Revenue	\$1,497,672	\$1,225,966	\$1,195,020	1.	\$1,153,361	\$1,105,275
Expense						
Salaries Expense	\$3,165,497	\$4,326,709	\$4,443,108		\$4,477,338	\$4,540,249
Operating Expense	\$4,014,337	\$4,074,072	\$3,926,255		\$3,983,422	\$4,267,529
Appropriations to Reserve	\$1,278,757	\$850,779	\$788,000		\$1,007,639	\$1,020,785
Transfer to Capital	\$734,215	\$1,079,443	\$907,030		\$2,537,927	\$3,472,364
Total Expense	\$9,192,806	\$10,331,003	\$10,064,393	2.	\$12,006,326	\$13,300,927
Net Total	(\$7,695,134)	(\$9,105,037)	(\$8,869,373)		(\$10,852,965)	(\$12,195,652)

Full-Time Equivalent Positions	41.8	43.05	43.05	43.05
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Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Decrease/Increase in Transfer from Reserves for the following one time projects:

Infrastructure Master Plan	(176,666)
Storm Sewer Financing Study	(45,000)
Road Salt Study	(40,000)
Fuel Station Software Upgrade	(25,000)
Bridge Study/Audit	100,000
Increase in Transit Fare revenues	10,000
Increase in Permits, Mapping, Docking and Metered Parking Fines/Fees	144,990
Miscellaneous adjustments	730
	(30,946)

TRANSPORTATION

2. Expenses

Decrease in Transfer to Capital (capital projects funded through Net Tax Levy) - offset by additional Ontario Community Infrastructure Funding (OCIF) (172,413)

Decrease/Increase in Contracted Services:

Infrastructure Master Plan - one time 2023 project (176,666)
 Storm Sewer Financing Study - one time 2023 project (45,000)
 Road Salt Study - one time 2023 project (40,000)
 Warehouse Operations Centre Fuel Station - one time 2023 project (25,000)
 Contracted Grader Support (18,750)
 Roads Contracts (15,135)
 Bridge Study/Audit 100,000
 Docks and Wharfs contracted repairs 47,000
 Crossing Guard Contract 13,200

Increase in Garage and Warehouse Operations Centre Recovery from Utilities (118,138)

Decrease in Principal and Interest due to Streetlighting debt maturing (96,511)

Decrease in Transfer to Reserves for Docks and Wharfs (Reserve balance combined with recent works supports a pause) (62,779)

Decrease in Computer Replacement as per schedule (42,680)

Decrease in Repairs and Maintenance (12,620)

Decrease in Materials and Supplies:

Roads (6,310)
 Conventional Transit and Parking (5,650)

Increase in Road Maintenance - Brushing, Ditching, Dust Suppression 162,445

Increase in Salary and Benefits including 0.25 FTE for Public Works General Manager (full year budget), alignment of positions with Water and Sewer Utility (0.5 FTE Tuck Driver and 0.5 FTE Heavy Equipment Operator). 116,399

Increase in Vehicle and Equipment (including Fuel, Parts and Materials):

Garage and Shop 118,093
 Winter Control 17,085
 Roads (26,423)

Increase in Insurance 22,667

Increase in Sand and Salt costs 4,375

Miscellaneous adjustments (3,799)

(266,610)

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
Docks & Wharfs	-	-	\$41,872	\$24,334	\$22,979
Engineering & Administration	(\$577,072)	(\$1,210,971)	(\$1,031,811)	(\$1,054,158)	(\$1,085,314)
Garage & Warehouse	(\$994,270)	(\$1,268,979)	(\$1,486,526)	(\$1,439,672)	(\$1,575,171)
Parking	\$313,829	\$299,355	\$523,471	\$337,637	\$336,602
Roads & Bridges	(\$4,463,259)	(\$5,514,448)	(\$5,617,353)	(\$7,393,179)	(\$8,537,509)
Streetlighting	(\$263,406)	(\$283,586)	(\$153,306)	(\$157,488)	(\$161,759)
Transit	(\$323,436)	(\$392,408)	(\$390,260)	(\$396,721)	(\$403,029)
Winter Control	(\$1,387,520)	(\$734,000)	(\$755,460)	(\$773,718)	(\$792,451)
Net Total	(\$7,695,134)	(\$9,105,037)	(\$8,869,373)	(\$10,852,965)	(\$12,195,652)

RECYCLING

Recycling – as part of the Solid Waste Department, recycling services are offered through curbside collection or by drop off at the Transfer Station and Rural collection depots. The recycling program is an effective tool to divert materials from the landfill, both supporting the recycling and reuse of the materials and extending the life of the Landfill. The province's aim is to make recycling 100% funded by the Producers of the waste and the City adheres to the governing regulations to receive the program funding.

SERVICE DESCRIPTIONS – RECYCLING

Transfer Station and Depot Sites:

The Solid Waste Department operates residential recycling collection at the Transfer Station on Mellick Ave. The transfer station is open 7 days per week but closed on statutory holidays to anyone in Kenora and also the surrounding areas outside of the City boundaries.

Three rural are depots are located at Peterson Road, Austin Lake and Ritchie Road

In 2022, 405 tonnes of recyclable materials were collected at the Transfer Station and 11.5 tonnes were collected at the rural depots.

The Transfer Station also collects recyclables from commercial businesses to aid in further diversion from the landfill. In 2022, approximately 395 tonnes were collected.

Curbside Collection

The Solid Waste Department collects garbage and recyclable materials with a fleet of 4 collection vehicles that complete the City's routes on a weekly rotation. In 2022, a total of 480 tonnes of garbage was collected from residences and the depots.

Receiving Facility

The Solid Waste Department operated a Recyclable Material Receiving Facility at the Transfer Station for both the City of Kenora and the Township of Sioux Narrows-Nestor Falls. All materials received are consolidated and transported by City Staff to a pre-conditioning facility in Winnipeg for processing.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
User Charges	\$49,648	\$56,000	\$51,750		\$53,920	\$56,100
Miscellaneous Revenue	\$394,813	\$218,528	\$865,226		\$506,151	\$39,051
Total Revenue	\$444,461	\$274,528	\$916,976	1.	\$560,071	\$95,151
Expense						
Salaries Expense	\$182,734	\$200,559	\$81,227		\$81,227	\$81,227
Operating Expense	\$247,038	\$347,250	\$229,251		\$212,051	\$218,051
Total Expense	\$429,772	\$547,809	\$310,478	2.	\$293,278	\$299,278
Net Total	\$14,689	(\$273,281)	\$606,498		\$266,793	(\$204,127)
Full-Time Equivalent Positions		2.5	1.5		1.5	1.5

Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Blue Box Regulation Revenue	647,448
Decrease in blue box sales	(5,000)
	642,698

2. Expenses

Reallocation of 1.0 FTE from Recycling to the Solid Waste Utility to support transfer facility operations	(117,999)
Decrease in transport cost of recycling to Winnipeg	(61,249)
Decrease in Facility Equipment usage	(56,750)
Miscellaneous adjustments	(1,333)
	(237,331)

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
Environment/Recycling	\$14,689	(\$273,281)	\$606,498	\$266,793	(\$204,127)
Net Total	\$14,689	(\$273,281)	\$606,498	\$266,793	(\$204,127)

Adopted 2024 Budget

CEMETERY

Cemeteries - The operation of the Lake of the Woods Cemetery, which is owned and operated by the City of Kenora, includes burial and columbarium interments, headstone installation & maintenance, public registry, customer service, genealogy tracing, the ice candle campaign, and turf and grounds maintenance. The Lake of the Woods Cemetery makes an annual grant to the St. Nicholas Ukrainian Cemetery.

SERVICE DESCRIPTIONS - CEMETERY

Interments

The LOTW Cemetery offers a variety of interment options including full casket burials, cremated remains burials and columbarium placement. Cemetery staff coordinate plot sales both as needed or in advance. Staff prepare the area for both the Service and burial or placement and complete post service fill and sod replacement. For burials, City staff coordinate with the headstone provider and prepare the foundation and the installation of the stone. Fallen and leaning stones are replaced and straightened. Inscriptions in columbaria are coordinated with the inscription contractor.

Customer Service

The Cemeterian provides burial site lookups and information requested. Service requests for headstone and grounds maintenance are logged and forwarded to staff. A log of historical information is used to perform genealogy tracing of relatives through Kenora's history of internments and obituaries. Provides arrangement of opening and closing services, sales of interment sites, arrange for transfer of rights privately or back to the cemetery.

Ice candle Campaign ("Festival of Lights")

The LOTW Cemetery runs the annual Festival of Lights. Community members can purchase an ice lantern with wax candle for placement at the cemetery or to take with them. Candles can also be purchased in the memory of someone who passed away outside of Kenora for placement at the Memory Board. Staff offer the option of placement within the Cemetery if requested. Cleanup in the Spring closes out the campaign.

Cemetery Grounds Maintenance

City staff perform 4 season maintenance of the cemetery grounds including mowing, garbage pickup, tree and shrub maintenance and winter snow removal. Staff also coordinate with the Roads department for repairs to the driving paths and arrange for contractors to complete tree removal, ditching and other larger scopes

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Appropriations from Reserve	\$19,840	-	-		-	-
Total Revenue	\$19,840	-	-		-	-
Expense						
Operating Expense	\$140,293	\$195,220	\$115,772		\$113,898	\$89,412
Total Expense	\$140,293	\$195,220	\$115,772	1.	\$113,898	\$89,412
Net Total	(\$120,453)	(\$195,220)	(\$115,772)		(\$113,898)	(\$89,412)

Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Expense

Decrease in City Contribution to the Cemetery, offset by the increasing trend in revenue volume/sales.

79,448

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
Health/Cemetery	(\$120,453)	(\$195,220)	(\$115,772)	(\$113,898)	(\$89,412)
Net Total	(\$120,453)	(\$195,220)	(\$115,772)	(\$113,898)	(\$89,412)

RECREATION AND CULTURE

Parks - The Parks Department provides well-maintained, safe outdoor spaces for everyone to enjoy. The Parks Department is responsible for the maintenance of the City's green spaces, recreational areas and City Facility grounds. The department's scope of work changes drastically throughout the year as the Summer seasonal revitalization shifts annually to Winter maintenance and preparation.

Recreation & Culture - The Recreation and Culture Department is responsible for the development, facilitation, efficient administration and financial management of all recreation, culture, fitness and aquatics programs, services, and community events. The Department works collaboratively with other municipal departments, community groups and non-profit associations to provide programming, events, and initiatives.

SERVICE DESCRIPTIONS - PARKS

Summer Operations

During the Summer the Parks Department completes the daily, weekly, and monthly maintenance of the City's 21 parks and green spaces, 7 baseball fields, 5 beaches, 8 play structures, over 130 tree wells and shrubbery beds, 4 trail systems, the grounds at 11 city facilities, many kilometers of roadside turf, and two outdoor tennis and pickleball courts. Daily and weekly requirements include garbage collection at each park site, turf maintenance, infield grooming, visual inspections of playgrounds and parks grounds and docks, dog waste receptacle emptying and refilling, bus shelter cleaning, ground garbage and encampment clean-up, shrub and tree-well weeding, graffiti removal, painting, and refurbishment of park amenities, brushing of overgrown areas, tree maintenance, spot washing and addressing service requests. Detailed inspections of playgrounds, parks and trails are completed monthly. The department dedicates several City staff to the downtown core for general clean-up, curb washing, grounds maintenance and cleaning of the Thistle Pavilion Washrooms.

Spring and Fall Season Operations

For the Parks Department, with grounds maintenance, cleaning and maintenance ongoing, Spring is a set-up and installation season, and Fall is for takedown and dismantling of picnic tables, garbage receptacles, Mobi-mats, swim ropes, pickle ball and tennis nets and wind screens, and the coordination of the turn on and turn off of the City's Splash Park, irrigation lines and washroom facilities. In the Spring, pre-season startup also includes detailed parks inspections for deficiencies throughout the City's Parks and recreation areas on the grounds, among amenities, in the fencing, playgrounds, trees or parking lots, on or missing signage, and the washroom facilities.

Winter Operations

The Parks Department's primary focus in winter is snow clearing. The department sets three priorities:

1. City facilities such as City Hall, the Kenora Library, the Discovery Centre, and the Muse. the Lake of the Woods Plaza, Thistle Pavilion, Coney Island foot bridge, and the overhead walking bridge.
2. Bus shelters, crossing guard locations and City owned pedestrian stairwells.
3. Clearing around 750 fire hydrants.

Staff also complete Spring-prep work including the refurbishment of parks picnic tables and benches and provide support of Cemetery operations, continue to refill and emptying of dog waste receptacles, and ongoing garbage collection.

SERVICE DESCRIPTIONS – RECREATION AND CULTURE

Moncrief Construction Sports Centre Administration & Customer Service:

Operates 362 days a year (closed on Christmas, Boxing Day, and New Years Day).

Accept program registrations, memberships, payments, and general inquiries.

staff monitor weight/cardio and track areas for safety, risk management, repair and maintain equipment, provide assistance to clients/members, provide customer service, etc.

Facility monitoring for drop in recreation opportunities approximately 126 hours per week (Sept-Jun), as needed over summer and statutory holidays. Administer fitness programs.

Lifeguarding for lane and public swims, plus rentals (user groups, schools, etc.) offerings. Swim lesson instruction 5 days per week (approximately 295 lessons per year); pool is closed 3 weeks in August for maintenance and cleaning.

Bowman Electric Memorial Arena:

Houses ice usage from Mid July to March.

Houses dry pad rentals pad rentals from March to July. Sports such as ball hockey, pickleball and intramurals are hosted here.

Houses the Community Hall. Programs and private bookings are held here for birthdays.

Assists with running the Keewatin Curling club by supplying refrigeration to the facility, as well as a partnership with the usage of the community hall.

General Administration:

Leads and manages Recreation & Culture department and community support to ensure a coordinated approach to program / service delivery (community development, advocacy, engagement related to initiatives).

Provides strategic leadership, coaching, consultation, and supervision directly and indirectly to all staff engaged in recreation and culture operations, establishing clear direction of responsibilities while balancing municipal accountability and customer service.

Provides administrative coordination and liaison support to the Recreation & Culture Department to assist in achieving organization vision, goals, and strategies.

Oversees and administers safety initiatives and risk management measures for Department based on Municipal standards, provincial and federal legislation.

Oversees financial administration and file management for recreation facilities and customer services.

Administers and updates online and digital/social media platforms and publications to effectively market Recreation and Community Services.

Provides support for emergency management and emergency social services as needed.

The Muse:

The Muse: Lake of the Woods Museum and Douglas Family Art Centre exhibits and maintains over 100,000 artifacts, fine art pieces, and photographs. The Museum's collection features historical, photographic, and archival material that illustrates local and regional history. The Museum maintains a temporary exhibit area and a permanent exhibit area. Permanent exhibits are cycled on a five year basis. The temporary exhibit area is changed five to seven times a year and features travelling, in-house designed, and community exhibits. The Art Centre changes exhibitions on a quarterly basis, and feature art and artists that are significant locally, provincially, and nationally. Provides multi-cultural programming to seniors, children, and the general public; hosts and partners events; acts as an Indigenous liaison; acts as an art and cultural hub; provides support for City departments on heritage and fine art related matters; and maintains provincially mandated standards service and environmental standards

Recreation & Culture Programming:

Recreation and Culture Programs (child/adult/family). Typically offer between 30 and 35 of programs per year

Special Events (Spooktacular, Movies in the Park, Bold Free Day, Family Day, Culture Days etc.) & support to other departments and partners for programs/services

Birthday Parties & Park and Play Fun Van (provides free programming/activities to support approx. 12 bookings for events.

City of Kenora and Keewatin Libraries:

Manages collections, consisting of more than 67,000 books, large print books, magazines, jigsaw puzzles, audiobooks, and DVD's, can be viewed online or at the libraries. Offers bird watching kits, e-readers, tablets, fishing rods and tackle, as well as LED projector and screen rentals. Other services include interlibrary loan (ILLO) of materials from other libraries across Ontario, home delivery to homebound patrons in our community, access to a fax machine, printer, scanner, photocopier, laminator, word processing software, and microfilm, along with a variety of special programs for children and adults. Electronic resources, such as e-books, e-audiobooks, journals, periodicals, and more are available 24/7

Both branches also provide internet access to patrons at no cost with access provided by the City of Kenora. The internet can be accessed on our public computers, or by logging into our free wi-fi.

Acts as a literary liaison to the community. Provides youth, adult and senior programming.

RECREATION

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Provincial Government Funding	\$196,477					
User Charges	\$1,236,573	\$1,410,221	\$1,541,001		\$1,644,531	\$1,662,549
Miscellaneous Revenue	\$33,767	\$18,077	\$20,400		\$20,900	\$21,350
Appropriations from Reserve	\$70,383	\$67,000	\$10,000			
Total Revenue	\$1,537,200	\$1,495,298	\$1,571,401	1.	\$1,665,431	\$1,683,899
Expense						
Salaries Expense	\$2,764,002	\$3,311,423	\$3,315,671		\$3,324,783	\$3,274,203
Operating Expense	\$3,409,812	\$3,402,796	\$3,653,262		\$3,836,742	\$3,802,437
Appropriations to Reserve	\$498,194	\$403,500	\$289,500		\$413,500	\$413,500
Transfer to Capital	\$4,323					
Total Expense	\$6,676,331	\$7,117,719	\$7,258,433	2.	\$7,575,025	\$7,490,140
Net Total	(\$5,139,131)	(\$5,622,421)	(\$5,687,032)		(\$5,909,594)	(\$5,806,241)

Full-Time Equivalent Positions	58.98	58.98	58.98	58.98
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Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Increased revenue from added Pool and Recreational Programing & Course Offerings	124,142
Increase in Fees and Charges	59,291
Increased Ice Rental Usage/Volume	16,610
Decrease in Transfer from Reserve:	
Museum HVAC systems	(42,000)
Library Boil Life Cycle Study and Mechanical Upgrades	(25,000)
Decrease in Rental revenue including Ballfield, Pool, and Parks to reflect trends	(38,288)
Decrease in Ice Pad rental for the period of replacement	(7,000)
Miscellaneous adjustments	(11,652)
	76,103

RECREATION

2. Expenses

Decrease Transfer to Reserves, current balance and recent work supports one year pause:

Recreation Equipment	(39,000)
Arts Centre Building	(37,500)
Museum Building	(37,500)
Increase City Contribution to the Museum	82,665
Increase in Utilities:	
Moncrief Construction Sports Centre	32,800
Bowman electric Memorial Arena	8,800
Parks	5,755
Increase City Contribution to the Library	47,128
Increase in Principal and Interest for the Boat Launch and Parking Lot Expansion funded through Northern Ontario Heritage Fund Corporation and City portion of Debt.	44,938
Increase in Insurance	24,454
Parks and Recreation Vehicle expense, including Fuel, Parts and Maintenance	4,708
Increase in Computer Replacement as per the schedule	4,300
Increase to salary and benefits due to regular salary steps, pension and other general increases.	4,248
Miscellaneous adjustments	(5,082)
	140,714

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
Community & Special Events	(\$25,867)	(\$53,865)	(\$57,016)	(\$60,170)	(\$60,275)
LOTW Museum & Library	(\$1,332,313)	(\$1,382,463)	(\$1,494,256)	(\$1,594,566)	(\$1,610,268)
Parks	(\$1,185,937)	(\$1,519,512)	(\$1,618,160)	(\$1,645,371)	(\$1,542,914)
Recreation Centres & Programs	(\$2,595,014)	(\$2,666,581)	(\$2,517,600)	(\$2,609,487)	(\$2,592,784)
Net Total	(\$5,139,131)	(\$5,622,421)	(\$5,687,032)	(\$5,909,594)	(\$5,806,241)

ECONOMIC DEVELOPMENT, TOURISM, AND PLANNING & BUILDING

Economic Development and Tourism - Economic development encourages business retention and growth including new investment attraction, within the Municipality and region. The Department does this through direct contact with local businesses and prospective developers through information sharing, relationship building, market analysis, business support initiatives, marketing, and outreach, with the goal of sustained and improved economic conditions.

Northwest Business Center - Provides advisory services and support to encourage and improve small business opportunities at various stages in the business' evolution from start-up to mature companies. This includes job creation / retention and enhancing long-term economic development in the Kenora & Rainy River Districts.

Tourism - The Tourism Department works to attract tourists to Kenora and the surrounding area, which in turn helps to contribute to an active and vibrant community while supporting local business. This includes events and programming throughout the year to reinforce the attractions, and activities that visitors of all ages want to take part in.

Planning and Building - The Planning and Building Department regulates the built and natural environment by creating and referring documents like the Official Plan, Zoning By-law, and Municipal Policies. Provincial and federal legislation such as the Planning Act, the Provincial Policy Statements and Municipal Act guide the department's decisions.

SERVICE DESCRIPTIONS – ECONOMIC DEVELOPMENT

Marketing:

To develop comprehensive market information to help support the evaluation of the City of Kenora as a location to locate their business.

Business Attraction:

Work with individual businesses seeking to expand their operation into new markets which includes attending various tradeshow and developer forums.

Business Retention:

To understand local market conditions and develop strategies and campaigns to support business retention and growth in the municipality.

Actively participate in business networks within the community and region. To work with entrepreneurs to understand their challenges and opportunities and provide sound and timely information to support their decision making.

SERVICE DESCRIPTIONS – TOURISM

Special Events:

Reoccurring and new special events help to sustain and drive growth in tourism. It is essential to develop and host activities that appeal to all demographics and make people and groups aware of the many activities to take part in, in both Kenora and the surrounding area. Marketing and visitor outreach are key elements in building larger, attractive and successful attractions. There is a spillover economic benefit for local business when the tourism sector is vibrant and active.

Discovery Centre:

The Discover Centre is the City of Kenora's tourism centre. It is situated on beautiful Lake of the Woods. Tourism staff are situated at this Centre and tourists are able to come and get informational material to help improve their stays and direct them to the many activities to take part in while in Kenora and the surrounding area. In addition, the Centre has a number of local and traveling exhibits that are geared toward education and information for all ages.

SERVICE DESCRIPTIONS – PLANNING & BUILDING

Statutory Planning:

Create and maintain the City of Kenora Official Plan and Zoning By-law. Process applications to amend the existing plans and create new planning documents. Review and process rezoning applications. Complete necessary referrals and provide guidance and support in the bylaw approval process. Provide recommendations to Council and complete all requirements under the Municipal Act.

Planning Studies and Reports

Create and maintain planning studies and reports related to planning policy on matters ranging from land use planning, sustainability, and downtown revitalization.

Planning:

The Planning Department is responsible for all matters related to planning, land use and future development.

Land Division:

Process applications for land division including consent, subdivision, and condominium development. Assist property owners with their applications. Support the Planning Advisory Committee.

Support for Affordable Housing:

The City of Kenora Official Plan identifies affordable housing as a key priority. The Planning Department administers the Municipal Capital Facilities By-law, the Multi-residential Tax Rate and Community Improvement Plans to provide incentives for the development of affordable housing.

Development

Work closely with other municipal departments to inform, manage and control development projects that affect the day-to-day activities of Municipal residents and visitors. Process applications for Site Plan Control and Minor Variances.

Land Management:

Maintain and inventory of Municipal owned property. Facilitate the acquisition, sales, and lease of municipal property. Prepare Encroachment Agreements, Easement Agreements and Letters of Comfort. Process applications in accordance with License of Occupation Policy.

ECONOMIC DEVELOPMENT

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Federal Government Funding	-	\$270,000	-		-	-
Provincial Government Funding	\$228,734	\$146,500	\$153,000		\$153,000	\$153,000
User Charges	\$71,906	\$86,455	\$87,770		\$89,165	\$93,830
Miscellaneous Revenue	\$333,212	\$75,540	\$124,407		\$122,486	\$125,171
Appropriations from Reserve	\$186,416	\$205,101	\$375,928		-	-
Total Revenue	\$820,268	\$783,596	\$741,105	1.	\$364,651	\$372,001
Expense						
Salaries Expense	\$954,667	\$1,472,295	\$1,547,526		\$1,582,929	\$1,619,684
Operating Expense	\$1,163,315	\$1,217,911	\$1,069,079		\$701,337	\$849,395
Appropriations to Reserve	\$2,483,486	-	-		-	-
Transfer to Capital	\$36,851	-	-		-	-
Total Expense	\$4,638,319	\$2,690,206	\$2,616,605	2.	\$2,284,266	\$2,469,079
Net Total	(\$3,818,051)	(\$1,906,610)	(\$1,875,500)		(\$1,919,615)	(\$2,097,078)
Full-Time Equivalent Positions		13.17	13.17		13.17	13.17

Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Increase in appropriation from reserves (Future Land Development Reserve)	375,000
Increase Fees and Charges in Planning & Building	96,140
Decrease in revenue supporting Business Attraction project - one time 2023 project:	
Federal Economic Development Agency for Northern Ontario (FEDNOR)	(270,000)
Decrease in revenue supporting Business Attraction project (MAT)	(30,000)
Decrease in Community Improvement Plan reserve transfer due to COVID-19	(170,101)
Decrease transfer to Active Transport project - one time 2023 project	(50,000)
Miscellaneous adjustments	6,470
	(42,491)

2. Expenses

Increase in Economic Support Grant	375,000
Increase in Salary and Benefits due to regular salary steps, pension and other general increases.	75,231
Increase in Tourism Insurance and Utilities	7,101
Increase in rent for North West Business Centre - Bannister Centre	5,895
Decrease Investment Attraction Project - one time 2023 project	(300,000)
Decrease in Community Improvement Plan due to COVID-19 construction delays resulting in increased 2023 budget	(140,101)
Decrease in Contracted Services:	
Transportation Project Complete - one time 2023 project	(50,000)
North West Business Centre - Digital Mainstreet - one time 2023 project	(42,000)
Miscellaneous adjustments	(4,727)
	(73,601)

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
Business Enterprise Centre	(\$40,288)	(\$50,568)	-	-	-
Development Services	(\$3,043,944)	(\$809,819)	(\$705,556)	(\$724,866)	(\$944,306)
Economic Development	(\$121,398)	(\$305,468)	(\$521,696)	(\$536,862)	(\$566,874)
Tourism	(\$612,421)	(\$740,755)	(\$648,248)	(\$657,887)	(\$585,898)
Net Total	(\$3,818,051)	(\$1,906,610)	(\$1,875,500)	(\$1,919,615)	(\$2,097,078)

EXTERNAL

Northwestern Health Unit - Mandatory funding to the Northwestern Health Unit (NWHU) to support mandatory programs based on NWHU levy. Funding is charged on a per capita basis.

District of Kenora Home for the Aged - Mandatory funding to the District of Kenora Home for the Aged (Pinecrest) for assistance provided to Seniors.

Police - Police services for the City of Kenora, provided by the Ontario Provincial Police (OPP)

Child Care - Mandatory funding to the Kenora District Services Board (KDSB) for child care.

Social Housing - Mandatory funding to the Kenora District Services Board (KDSB) for social housing operations.

Ontario Works - Mandatory funding to the Kenora District Services Board (KDSB) for Ontario Works.

Land Ambulance - Mandatory funding to the Kenora District Services Board (KDSB) for land ambulance operations.

Operations Budget	2022 Actual	2023 Adopted Budget	2024 Budget	Vari. Expl.	2025 Projected	2026 Projected
Revenue						
Provincial Government Funding	\$384,109	\$412,139	\$414,045		\$416,045	\$416,045
User Charges	\$47,447	\$50,000	\$50,000		\$50,000	\$50,000
Total Revenue	\$431,556	\$462,139	\$464,045	1.	\$466,045	\$466,045
Expense						
Operating Expense	\$12,837,623	\$12,285,653	\$12,834,364		\$13,768,389	\$14,192,367
Total Expense	\$12,837,623	\$12,285,653	\$12,834,364	2.	\$13,768,389	\$14,192,367
Net Total	(\$12,406,067)	(\$11,823,514)	(\$12,370,319)		(\$13,302,344)	(\$13,726,322)

Explanation of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Increase Court Security Prisoner Transportation Grant Program	1,906
	1,906

2. Expenses

Increase in Ontario Provincial Police billings (2023 rebate was \$511,417)	385,900
External Organizations increase	
Increase in Kenora District Services Board	79,703
Increase in Home for the Aged	81,402
Miscellaneous adjustments	1,706
	548,711

Subservice	2022 Actual	2023 Adopted Budget	2024 Budget	2025 Projected	2026 Projected
External	(\$12,406,067)	(\$11,823,514)	(\$12,370,319)	(\$13,302,344)	(\$13,726,322)
Net Total	(\$12,406,067)	(\$11,823,514)	(\$12,370,319)	(\$13,302,344)	(\$13,726,322)

2024 ADOPTED BUDGET

WATER AND WASTEWATER & SOLID WASTE UTILITY



Water & Wastewater

Water & Wastewater – The Water and Wastewater Utility treats and distributes safe drinking, services fire protection water, collects and treats wastewater for both the City of Kenora and Wauzhushk Onigum Nation. The water supply originates from Lake of the Woods and treated wastewater discharges into the Winnipeg River. The Water and Wastewater Utility Budget funds all aspects of treatment, distribution, collection, instrumentation, chemical and infrastructure costs associated with this level of service. The City's residential drinking water system is Municipal Drinking Water Licensed in accordance with Ontario Regulation 188/07 under the Safe Drinking Water Act (SDWA), 2002.

SERVICE DESCRIPTIONS – WATER & WASTEWATER

Water Treatment Plant:

Treats and supplies safe drinking water, service water and fire protection water. The plant protects the public through treatment processes of clarification, dual media filtration, chlorine disinfection, pH adjustment and ammonia addition for secondary chlorination to preserve water quality in the distribution system.

The plant is staffed 7 days per week during the day and staff are on call overnight should the process require attention. Plant staff perform regular water sampling and lab testing and make process adjustments to ensure compliance with the Provincial regulations and the health unit. Routine maintenance and upkeep of the plant is also performed by staff. Plant upgrades and larger projects or maintenance work are contracted out as identified.

Wastewater Treatment Plant:

Treats and releases wastewater to the environment. The plant protects the natural environment through treatment processes of grit removal, aeration, contact stabilization, secondary clarification and UV disinfection prior to release. The plant is staffed 5 days per week during the day and staff are on call overnight and weekends. Plant staff perform regular wastewater sampling and lab testing to ensure compliance with Provincial regulations. Biosolids is collected and removed by a belt press prior to trucking to the Kenora Area Landfill.

Hydrants and Flushing Program

The Underground Services department performs maintenance and repairs on the City's 750 fire hydrants, including annual winterization and inspection. On a 3 year cycle, the department contracts out a unidirectional water main flushing program to ensure the water service is able to offer normal operating flows and to clear obstructions. Staff also perform storm drain flushing alongside the Roads department when the storm drain system has become clogged with debris, winter sand etc.

Grinder Pumps Maintenance

The Underground Services department maintains approximately 350 grinder pumps that pump wastewater in the low-pressure collection system. Staff complete pump maintenance, repair, winter thawing and replacement if needed. Grinder Pumps that are connected to the gravity collection system are the responsibility of the property owner to maintain.

Meter Reading and Repair

The Underground Services completes monthly meter reading of the City's 5205 water meters. Staff also complete move-in/move-out reads by notification. Water meters that have failed (stopped measuring water flow, will not connect with reader, etc.) are inspected and repaired or replaced.

Water Service Connect/Disconnect

The Underground Services Department operates the curb stop valves on the water distribution system based on requests from property owners or City needs. New service connections and meter installations are provided for new builds and renovation projects. Seasonally, water service is turned on and off at properties where residents are away for extended periods of time, or where summer service is required such as on Coney Island, portions of the Rideout area and West of Keewatin. Underground Services also provides troubleshooting (line thawing, rodding, and camera inspection) and leak detection services as requested or when detected by Staff.

Station Maintenance

The Underground Services Department maintains 2 bulk water fill stations where the City, businesses and residents can collect bulk water for their use via card-operated dispenser. Staff also perform maintenance and repairs on 67 wastewater lift stations throughout the City. Due to local topography and Canadian Shield bedrock, the City of Kenora has an extremely high number of stations in relation to the population. Lastly, staff maintain 3 standpipe water storage towers, which provide stored water to meet City demand and peak flow times. Maintenance services are provided 5 days a week and staff are on call overnight and on weekends.

Locates

The Underground Services department completes residential and commercial locating of underground utilities (water and wastewater piping) in conjunction with the Roads Department and Ontario One-Call on an as-requested basis.

Potable Water Delivery

The Underground Services department offers bulk water delivery service to a service area South of the Bypass. Staff can delivery up to 5.5 cubic meters of water in a single trip. Service requests can typically be met with next-day delivery.

Capital Project Inspection Support

The Underground Services department provides support to contractors who have been awarded Capital Project Water and Wastewater Replacement Projects. Disconnections and connections to existing piping are monitored and inspected to ensure water does not become contaminated and that wastewater is not inadvertently released to the environment.

Water / Wastewater

Water and Wastewater System Repairs

The Underground Services department performs repairs to the water and wastewater distribution and collection piping. Piping, fittings, and valves can fail for a variety of reasons, but primarily fail due to age, soil settlement and freezes. The City's topography requires that many lines are buried at or near the frost line due to the Canadian Shield bedrock. Repair work consists of piping, fitting and valve replacement, or the addition of repair clamps and other accessories to bring the line back into service. In addition to following strict connection and disconnection procedures, support is provided from the Water Treatment Plant staff to provide lab testing to ensure drinking water safety.

Water & Wastewater

Operations Budget	2022 Actual *	2023 Adopted Budget	2024 Adopted Budget	2025 Projected	2026 Projected
Revenue					
Miscellaneous Revenue	\$917	-	-	-	-
User Charges	\$10,893,332	\$11,099,244	\$11,578,735	\$11,932,883	\$12,517,312
Total Revenue	\$10,894,249	\$11,099,244	\$11,578,735	1. \$11,932,883	\$12,517,312
Expense					
Operating Expense	\$3,775,422	\$4,602,976	\$5,541,680	\$5,204,132	\$5,290,746
Salaries Expense	\$2,663,735	\$3,082,811	\$3,398,878	\$3,423,449	\$3,448,326
Total Expense	\$6,439,157	\$7,685,787	\$8,940,558	2. \$8,627,581	\$8,739,072
Net Total	\$4,455,092	\$3,413,457	\$2,638,177	\$3,305,302	\$3,778,240
Full-Time Equivalent Positions		30.23	31.56	31.56	31.56

Explanations of Changes from 2023 Adopted Budget to 2023 Budget

1. Revenue

Increase in revenue reflects annual increase in sewer and water rates approved bylaws.	\$364,491
Increase in water and wastewater fees and charges (not including user rates)	<u>\$115,000</u>
	<u>\$479,491</u>

2. Expenses

Increase in Contracted Services:	
Capital needs assessment	\$250,000
Wastewater Treatment Plant Facility Upgrades	\$200,000
Water Rate Review	\$150,000
Water and Wastewater dig repairs	\$49,200
Sanitary Truck	\$5,000
Standpipe (Water Tower) maintenance	(\$26,000)
Lift Station vac Truck services	(\$11,000)
Manhole cover replacements	(\$10,500)
Increase in Utilities	\$74,000
Increase in Fleet/Garage and Equipment usage	\$74,000
Increase in Administration Support/Overhead (includes Customer Services, Communications, HR, Finance, and IT support)	\$68,000
Increase in Instrument purchases for modernization	\$60,000
Increase in Materials and Supplies	\$34,060
Increase in Salary and Benefits including 0.5 FTE for Heavy Equipment Operating, 0.5 FTE Truck Driver and allocation 0.33 FTE General Manager, labour increases, pension and other general increases.	\$288,959
Increase in Overtime	\$27,108
Increase in Insurance	\$16,195
Increase in Training	<u>\$5,749</u>
	<u>\$1,254,771</u>

Water & Wastewater

Subservice	2022 Actual *	2023 Adopted Budget	2024 Adopted Budget	2025 Projected	2026 Projected
Wastewater	\$1,898,440	\$1,491,794	\$916,420	\$1,337,331	\$1,597,270
Water	\$2,556,652	\$1,921,663	\$1,721,757	\$1,967,971	\$2,180,970
Net Total	\$4,455,092	\$3,413,457	\$2,638,177	\$3,305,302	\$3,778,240

Solid Waste

PURPOSE

Solid Waste – The Solid Waste Department manages the City’s solid waste through processing both garbage and recyclable materials. The Garbage service is a City Utility meaning it is self-funded by user fees such as bag tags and tipping fees. The City operates a curbside collection program, with materials being brought to the Kenora Area Landfill. The City also operates a transfer station where users can bring smaller loads not collected at the curb. Depots are provided for material drop off North of the Bypass. Staff act as environmental stewards, planning a variety of educational events in conjunction with community partners and the Sustainability Advisory Committee.

Service Description - Solid Waste

Landfill and Transfer Station Sites:

The Solid Waste Department operates the Kenora Area landfill on the Jones Road and Transfer Station on Mellick Ave. The transfer station is open 7 days per week and closed on statutory holidays. Three rural garbage depots are located at Peterson Road, Austin Lake and Ritchie Road

All of the collected garbage is eventually transferred to Kenora Area Landfill and staff track and monitor the incoming tonnages for the purposes of projecting the remaining landfill life. It is expected that in approximately 17 years, the City will require the construction of a new landfill.

Household Hazardous Waste Program/Waste Electronics

During the summer months, the Solid Waste Department holds a Household Hazardous Waste Disposal Program every Thursday at the Transfer Station. The program also allows for the collection of electronic waste. These waste streams are collected at the end of the season by third party contractors for disposal. Hazardous waste also includes batteries, oils and paints. At the end of the season, materials are transported to handling facilities in Winnipeg and Thunder Bay. Approximately 38 tonnes of Hazardous and Electronic Waste were collected in 2022.

Industrial Waste (Weyerhaeuser)

Waste ash from the Weyerhaeuser mill is delivered to the Area Landfill and used for capping material. Approximately 2900 tonnes were processed in 2022. Hog fuel (Scrap wood and bark) totaling approximately 12000 tonnes was also received.

Monitoring for Environmental Compliance

The Solid Waste Department conducts routine sampling to measure ground water as part of the City’s environmental compliance obligations. The Tri-Lake Landfill on the East highway is included in the sampling program.

Curbside Collection

The Solid Waste Department collects garbage and recyclable materials with a fleet of 4 collection vehicles that complete the City’s routes on a weekly rotation. In 2022, a total of 982 tonnes of garbage was collected from residences and the depots.

Scrap Metals and Construction Waste

Scrap metal is collected and separated from the incoming material and temporarily stored for diversion to a metals recycling contractor. Construction waste is tracked separately from household garbage but is transferred alongside household garbage to the Area Landfill. In 2022, approximately 103 tonnes of metal were diverted out of the solid waste stream, and 9400 tonnes of Construction Waste was brought to the landfill.

Organic Waste/Green Compost

The Transfer Station and Landfill accept organic waste including wood chips from tree and brush maintenance. In 2022, approximately 412 tonnes of organic waste was collected and transferred to the area landfill. It is put to use as capping material.

Christmas Tree Recycling

Christmas trees can also be brought to the Transfer Station for recycling. They are collected and transported to the landfill for chipping and integration into the capping material.

Support Spring Clean Up Community Initiatives

The City provides garbage bags and pick up of garbage and recyclables for community clean up initiatives.

Solid Waste

Operations Budget	2022 Actual *	2023 Adopted Budget	2024 Draft Budget	2025 Projected	2026 Projected
Revenue					
Miscellaneous Revenue	\$5,196	\$5,500	\$10,600	\$10,600	\$10,600
User Charges	\$2,989,734	\$3,178,857	\$3,378,784	\$3,551,584	\$3,615,957
Total Revenue	\$2,994,930	\$3,184,357	\$3,389,384	1. \$3,562,184	\$3,626,557
Expense					
Operating Expense	\$945,978	\$1,110,922	\$1,300,858	\$1,232,842	\$1,283,646
Salaries Expense	\$1,181,495	\$1,329,376	\$1,434,533	\$1,440,585	\$1,445,056
Total Expense	\$2,127,473	\$2,440,298	\$2,735,391	2. \$2,673,427	\$2,728,702
Net Total	\$867,457	\$744,059	\$653,993	\$888,757	\$897,855

Full-Time Equivalent Positions	16.3	16.3	16.3	16.3
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Explanations of Changes from 2023 Adopted Budget to 2024 Budget

1. Revenue

Increase in fees and charges (except Bag Tags)	(\$265,000)
Decrease in forecasted volume/sales based current trends	<u>\$59,973</u>
	<u>(\$205,027)</u>

2. Expenses

Increase in Salary and Benefits for the allocation of a portion of the General Manager salary previously budgeted in Engineering, increase for overtime, and general salary increases.	\$105,157
Increase in Fleet costs and Equipment usage	\$77,781
Increase in Materials and Supplies	\$47,100
Increase in Administration Support/Overhead (includes Customer Services, Communications, HR, Finance, and IT support)	\$43,303
Increase in Facility Repairs and Maintenance	\$16,000
Increase in Training and Travel & Conference	\$10,500
Decrease in Contracted Services - one time 2023 projects	(\$24,350)
Increase in Licenses and Insurance	\$2,472
Miscellaneous Adjustments	<u>\$17,130</u>
	<u>\$295,093</u>

Subservice	2022 Actual	2023 Adopted Budget	2024 Adopted Budget	2025 Projected	2026 Projected
Collections	\$255,662	\$231,968	\$102,439	\$113,112	\$95,640
Disposals	\$611,795	\$512,091	\$551,554	\$775,645	\$802,215
Net Total	\$867,457	\$744,059	\$653,993	\$888,757	\$897,855



2023-2024 ADOPTED CAPITAL BUDGET



Photo Credit: Jeff Lunny



CAPITAL PROJECTS SUMMARY	PAGE NO.	Not included in 10yr	Ten Year Budget and Forecast						
			ADOPTED BUDGET 2023	BUDGET 2024	ADOPTED FORECAST			2029-2033	10 YEAR TOTAL 2024-2033
					2025	2026	2027		
GENERAL GOVERNMENT									
City Hall									
Buildings & Ground Maint									
Air Exchangers for City Hall		60,000							
Information Technology									
Network Upgrades	60	17,000		20,000	20,000	20,000	20,000	120,000	220,000
Firewall	61				25,000			25,000	50,000
Server Upgrades	62				100,000			100,000	200,000
Rentals									
Keewatin Medical Center Roof Replacement		40,000							
Sunset Trail Riders, Triple Play, Tourism Bldg Window Replacement	63			50,000					50,000
Window and door replacement, Senior Center and Keewatin Library	64			35,000					35,000
GENERAL GOVERNMENT TOTAL		117,000		105,000	145,000	20,000	20,000	245,000	555,000
PROTECTION									
Fire									
Scott SCBA Replacement	65	95,000		95,000	95,000	95,000	95,000		380,000
Fire Fleet Capital Replacement Program	66			450,000	1,144,000	121,900	1,188,000	2,011,900	4,915,800
PROTECTION TOTAL		95,000		545,000	95,000	1,239,000	216,900	2,011,900	5,295,800
TRANSPORTATION - ROADS, BRIDGES, OPERATIONS, FLEET									
Bridges									
Keewatin Channel Bridge Steel Arch Repainting	67	50,000		4,350,000					4,350,000
Portage Bay Bridge Study, Design,Tender,Construction	68				300,000	10,000,000			10,300,000
Bridge Rehabilitation-Engineering Based on 2022 and 2024 Inspections	69				100,000	2,500,000	100,000	4,500,000	8,700,000
Paved Roads									
Arterial Roads Resurfacing	70	1,360,000		798,000	1,350,000	700,000	1,150,000	7,500,000	13,448,000
CP Rail 16th Avenue North Crossing upgrade		250,000							
Municipal Paving program	71	1,600,000		1,733,443	1,675,000	1,762,500	1,850,000	11,313,730	20,284,673
Municipal Lane Paving	72	5,000		55,000	60,000	60,000	65,000	425,000	735,000
Railway Street Phase 3		1,965,495							
Railway Street Phase 4	73			943,000					943,000
Surface Treated Roads									
Roads Hard Surface Treatment	75	272,250		299,475	329,422	362,364	398,000	2,197,927	3,995,138
Essex Road Grade Raise	76	68,000		750,000					750,000
Loosetop Roads									
Loosetop Road Gravel, Ditching and Culverts	78	250,000		262,500	275,000	287,500	300,000	1,656,729	3,089,229
Coker Road Geotechnical Analysis		57,000							
Parking Rentals									

CAPITAL PROJECTS SUMMARY	PAGE NO.	Not included in 10yr	Ten Year Budget and Forecast								10 YEAR TOTAL
			ADOPTED		FORECAST						
			BUDGET 2023	BUDGET 2024	2025	2026	2027	2028	2029-2033		
Parkade Structure Assessment and Rehabilitation	80		125,000	500,000						625,000	
Docks											
Dock Upgrade		560,000									
Public Works Barsky Facility											
Office renovation and expansion	81	862,000		30,000						30,000	
DVR Operations	82			10,000						10,000	
Garage & Shop											
Garage and Shop Capital	83		36,000	52,000	53,550					141,550	
Fleet											
Fleet - Heavy Vehicles	84	288,000	728,700	1,452,000	450,000	817,500	1,663,000	4,038,200	9,149,400		
Fleet - Light Vehicles	85	141,700	172,500	53,000	288,200	148,000	744,000	1,405,700			
Equipment Fleet		460,000									
Engineering											
GIS Update and Aerial Photo	86		125,000						125,000		
Photocopier for 2nd Floor Operations	87			12,000					12,000		
GPS Surveying Equipment	88					41,000		41,000	82,000		
TRANSPORTATION - ROADS, BRIDGES, OPERATIONS, FLEET TOTAL		8,189,445	10,378,618	6,188,422	16,474,114	4,869,500	7,848,450	32,416,586	78,175,690		
ENVIRONMENT											
Storm Sewers											
Stormwater Collection System Rehab	89	200,000	260,000	200,000	300,000	350,000	400,000	2,850,000	4,360,000		
Gould Road Culvert Replacement		300,000									
Recycling Facility											
Bins to collect recycling at depot	90		25,000						25,000		
ENVIRONMENT TOTAL		500,000	285,000	200,000	300,000	350,000	400,000	2,850,000	4,385,000		
HEALTH - CEMETARY											
Cemetery											
Cemetery Expansion Phase 2	91					150,000			150,000		
HEALTH - CEMETARY TOTAL						150,000			150,000		
RECREATION & CULTURE											
Parks											
Central Community Club Green Space Enhancement	92		490,000						490,000		
Park Repairs and Improvements		476,666									
Coney Island Park											
Playground Replacement	93			50,000					50,000		
Norman Park											
Playground Replacement		662,247									
Parking Lot Expansion		30,000									
Accessible Pathway	94		60,000						60,000		
Ball Fields										60,000	

CAPITAL PROJECTS SUMMARY	PAGE NO.	Not included in 10yr	Ten Year Budget and Forecast						
			ADOPTED BUDGET 2023	BUDGET 2024	ADOPTED FORECAST			2029-2033	10 YEAR TOTAL 2024-2033
					2025	2026	2027		
Baseball Field Fence Repair and Diamond Upgrades		785,000							
KRC Complex									
Moncrief Construction Sports Centre Projects	95	504,000	205,000	227,000			500,000		932,000
Boiler Lifecycle Study		15,000							
KRC Thistle Arena									
Icepad Replacement and Dressing Room Enhancements		1,800,000							
Pool									
Pool Projects	96			100,000			200,000		300,000
KRC External Facilities									
Boat Launch and Parking Lot Enhancement		17,000							
Retaining Wall Replacement		45,000							
Tennis Court Resurface	97			500,000					500,000
Asphalt Firelanes and Back Entrance		500,000							
Keewatin Memorial Arena									
Bowman Electric Keewatin Memorial Arena Upgrades	98	595,000				14,000			14,000
Sportsplex/JM Arena									
Replace Defective Lighting		30,000							
Fitness Centre									
Fitness Equipment		60,000							
RECREATION & CULTURE TOTAL		5,519,913	755,000	877,000	14,000	700,000	-	-	2,346,000
RECREATION & CULTURE - LIBRARY									
Library									
Kenora Library Window Replacement	99	50,000			50,000				50,000
Bathroom and common area upgrades to Library Interior	100							450,000	450,000
Keewatin Library Attic Insulation Upgrades	101						60,000		60,000
RECREATION & CULTURE - LIBRARY TOTAL		50,000			50,000	60,000	450,000	560,000	
RECREATION & CULTURE - MUSEUM & ARTS CENTRE									
Museum									
New Roof Project and Rehabilitation Projects		470,000							
Kenora Museum Upgrades	102		25,000						25,000
Arts Centre									
Landscaping Between Arts Centre and Service Ontario		10,000							
Motorized blinds for Art's Center display area	103			20,000					20,000
Art's Center upgrades to the Furnace and A/C unit	104					30,000			30,000
RECREATION & CULTURE - MUSEUM & ARTS CENTRE TOTAL		480,000	25,000	20,000	30,000	-	-	-	75,000
PLANNING & DEVELOPMENT									
Economic Development									
Abitibi Mill Site Development		1,600,000							

		Not included in 10yr	Ten Year Budget and Forecast							
CAPITAL PROJECTS SUMMARY			ADOPTED BUDGET 2023	BUDGET 2024	ADOPTED FORECAST					10 YEAR TOTAL 2024-2033
PAGE NO.		2025			2026	2027	2028	2029-2033		
	105	29,500		200,000		550,000				750,000
		10,000								
	106		60,000		5,500,000					5,560,000
		1,639,500	60,000	200,000	5,500,000	550,000	-	-		6,310,000
		16,590,858	12,153,618	7,725,422	23,627,114	6,916,400	9,456,450	37,973,486		97,852,490
		3,493,000	4,771,125	4,040,300	4,107,600	4,004,000	2,458,350	23,838,909		43,220,284
		1,160,000	770,000	135,000	400,000	241,500	393,000	2,145,000		4,084,500
		4,653,000	5,541,125	4,175,300	4,507,600	4,245,500	2,851,350	25,983,909		47,304,784
	107	1,100,000	1,415,500	1,495,500	765,000	1,650,000	900,000	10,360,559		16,586,559
		365,000								
	113		400,000					200,000		600,000
	114				500,000					500,000
	115		487,000	133,000	137,000	210,000	200,000	1,150,000		2,317,000
	116		80,000	80,000						160,000
	117	75,000	76,875	78,800	80,750	82,750	84,850	457,250		861,275
		80,000								
	118		51,250	52,500	53,850	55,250	56,500	304,750		574,100
		87,000								
		100,000								
		100,000								
		75,000								
		40,000								
	119		50,000	200,000						250,000
	120			20,000	180,000					200,000
	121			50,000	450,000					500,000
	122				35,000	125,000				160,000
	123					25,000				25,000
	125	241,000	390,000	335,000	241,000	106,000	167,000	855,800		2,094,800

CAPITAL PROJECTS SUMMARY	PAGE NO.	Not included in 10yr	Ten Year Budget and Forecast								10 YEAR TOTAL	
			ADOPTED BUDGET 2023	ADOPTED FORECAST				BUDGET 2024	2025-2033			
				2025	2026	2027	2028		2029-2033	2024-2033		
Coney Island Water Main Replacement Phases #1-3 Watermain Program	126			60,000	150,000		150,000		150,000	510,000		
Coney Island Water Main Replacement Phases #1-5	127	880,000		1,415,500	1,495,500	765,000	1,650,000	900,000	10,360,550	16,586,550		
DTR Matheson First St S Watermain Renewal	133	50,000										
Water Standpipes & Booster Station					650,000					650,000		
Paint Maintenance for Standpipes		100,000										
Design and Costing of New Pump PLC Panel/Selector	134			30,000						30,000		
Upgrading Brinkman and Crawford Water Dispensers	135			80,000						80,000		
Water Treatment Plant												
Door Replacement and Repair	136			100,000						100,000		
Pump Replacement	138	200,000		100,000	100,000	100,000	100,000			400,000		
Kitchen and Lab area upgrades at Water Treatment Plant	139			35,000						35,000		
WATER & WASTEWATER TOTALS		3,493,000		4,771,125	4,040,300	4,107,600	4,004,000	2,458,350	23,838,909	43,220,284		
SOLID WASTE OPERATIONS												
Transfer Facility												
Replacement Transfer Station 40yds Bins	140			45,000			50,000		50,000	145,000		
Jones Road Landfill												
Peripheral Road With Settling Basin Phase 2		800,000										
New landfill consulting services	141			35,000						35,000		
Purchasing a Grizzly screener for the landfill	142			25,000						25,000		
Solid Waste Vehicles & Equipment												
Solid Waste Vehicles and Equipment	143	360,000		665,000	135,000	400,000	191,500	393,000	2,095,000	3,879,500		
SOLID WASTE OPERATIONS TOTAL		1,160,000		770,000	135,000	400,000	241,500	393,000	2,145,000	4,084,500		
WATER & WASTEWATER & SOLID WASTE TOTAL		4,653,000		5,541,125	4,175,300	4,507,600	4,245,500	2,851,350	25,983,909	47,304,784		
CITY AND UTILITY CAPITAL PROGRAM		21,243,858		17,694,743	11,900,722	28,134,714	11,161,900	12,307,800	63,957,395	145,157,274		

CAPITAL PROJECTS WITH FUNDING SOURCES	BUDGET 2024	FORECAST				10 YEAR TOTAL
		2025	2026	2027	2028	2029-2033 2024-2033
City Capital						
Net Tax Levy						
23-211-02 Scott SCBA Replacement			95,000	95,000		190,000
23-313-001 Arterial Roads Resurfacing			700,000			700,000
23-313-01 Municipal Paving program	205,055	1,675,000	1,762,500	1,850,000	1,950,000	18,756,285
23-313-02 Municipal Lane Paving		58,505	60,000	65,000	70,000	678,505
23-314-01 Roads Hard Surface Treatment	299,475	329,422	362,364	398,000	407,950	3,995,138
23-315-001 Loosetop Road Gravel, Ditching and Culverts	262,500	275,000	287,500	300,000	307,500	3,089,229
23-421-01 Stormwater Collection System Rehab	140,000	200,000	300,000	350,000	400,000	4,240,000
Total Net Tax Levy	907,030	2,537,927	3,567,364	3,058,000	3,135,450	31,649,157
Ontario Community Infrastructure Fund						
23-313-001 Arterial Roads Resurfacing	798,000					798,000
23-313-01 Municipal Paving program	1,528,388					1,528,388
24-312-01 Portage Bay Bridge Study, Design, Tender, Construction		300,000				300,000
24-314-001 Essex Road Grade Raise	750,000					750,000
25-312-02 Bridge Rehabilitation-Engineering Based on 2022 and 2024 Inspe		100,000	2,500,000	100,000	1,500,000	8,700,000
Total Ontario Community Infrastructure Fund	3,076,388	400,000	2,500,000	100,000	1,500,000	12,076,388
Dedicated Gas Tax						
23-393-01 Fleet - Heavy Vehicles		630,000				1,653,300
Total Dedicated Gas Tax		630,000			1,023,300	1,653,300
Investing in Canada Infrastructure Program						
23-730-002 Moncrief Construction Sports Centre Projects		200,000				200,000
25-735-002 Tennis Court Resurface		500,000				500,000
Total Investing in Canada Infrastructure Program		700,000				700,000
Fire Marque						
23-211-02 Scott SCBA Replacement	95,000	95,000				190,000
Total Fire Marque	95,000	95,000				190,000
Canada Community Building Fund						
23-312-01 Keewatin Channel Bridge Steel Arch Repainting	4,350,000					4,350,000
23-313-001 Arterial Roads Resurfacing		1,350,000		1,150,000	1,950,000	11,950,000
Total Canada Community Building Fund	4,350,000	1,350,000		1,150,000	1,950,000	16,300,000
Accessibility Funding						
24-715-001 Accessible Pathway	60,000					60,000
Total Accessibility Funding	60,000					60,000

CAPITAL PROJECTS WITH FUNDING SOURCES	BUDGET 2024	2025	2026	FORECAST			10 YEAR TOTAL
				2027	2028	2029-2033	
Northern Ontario Heritage Fund Corporation							
24-711-001 Central Community Club Green Space Enhancement	490,000						490,000
Total Northern Ontario Heritage Fund Corporation	490,000						490,000
Debt Financing							
23-730-002 Moncrief Construction Sports Centre Projects				500,000			500,000
23-832-002 Jarnell Contracting Pavilion				500,000			500,000
24-211-001 Fire Fleet Capital Replacement Program			375,000	50,000	1,100,000	1,600,000	3,125,000
24-312-01 Portage Bay Bridge Study, Design, Tender, Construction			10,000,000				10,000,000
24-313-04 Railway Street Phase 4	943,000						943,000
25-851-01 DTR Matheson & First Street South-Construction Surface and Sto	60,000		5,500,000				5,560,000
Total Debt Financing	1,003,000		15,875,000	1,050,000	1,100,000	1,600,000	20,628,000
Accessibility Reserve							
25-152-001 Window and door replacement, Senior Center and Keewatin Lib	35,000						35,000
25-714-01 Coney Island Playground Replacement		50,000					50,000
Total Accessibility Reserve	35,000	50,000					85,000
Computer Systems Reserve							
23-134-01 Network Upgrades	20,000	20,000	20,000	20,000	20,000	120,000	220,000
25-134-03 Firewall		25,000				25,000	50,000
25-134-04 Server Upgrade		100,000				100,000	200,000
26-390-01 DVR Operations			10,000				10,000
Total Computer Systems Reserve	20,000	145,000	30,000	20,000	20,000	245,000	480,000
Z10003 100 Contingencies Reserve							
24-395-01 GIS Update and Aerial Photo	60,161						60,161
Total Contingencies Reserve	60,161						60,161
Rentals - Rental Buildings Reserve							
24-152-001 Sunset Trail Riders, Triple Play, Tourism Bldg Window Replacem	50,000						50,000
Total Rentals - Rental Buildings Reserve	50,000						50,000
Fire Equipment Reserve							
24-211-001 Fire Fleet Capital Replacement Program	450,000		769,000	71,900	88,000	411,900	1,790,800
Total Fire Equipment Reserve	450,000		769,000	71,900	88,000	411,900	1,790,800
GIS Reserve							
24-395-01 GIS Update and Aerial Photo	64,839						64,839
27-395-001 GPS Surveying Equipment				41,000		41,000	82,000
Total GIS Reserve	64,839			41,000		41,000	146,839

CAPITAL PROJECTS WITH FUNDING SOURCES	BUDGET 2024	FORECAST				10 YEAR TOTAL
		2025	2026	2027	2028	2029-2033 2024-2033
Operations Facility Reserve						
23-390-005 Office renovation and expansion		30,000				30,000
24-395-02 Photocopier for 2nd Floor Operations		12,000				12,000
Total Operations Facility Reserve		42,000				42,000
Parkade / Parking Rentals Reserve						
24-352-001 Parkade Structure Assessment and Rehabilitation	125,000	500,000				625,000
Total Parkade / Parking Rentals Reserve	125,000	500,000				625,000
Sidewalks / Lane Paving Reserve						
23-313-02 Municipal Lane Paving	55,000	1,495				56,495
Total Sidewalks / Lane Paving Reserve	55,000	1,495				56,495
Vehicle/Equipment Repl. Reserve						
23-393-01 Fleet - Heavy Vehicles	728,700	822,000	450,000	817,500	1,663,000	3,014,900
23-393-04 Fleet - Light Vehicles	172,500	53,000	288,200	148,000		744,000
24-392-001 Garage and Shop Capital	36,000	52,000	53,550			141,550
Total Vehicle/Equipment Repl. Reserve	937,200	927,000	791,750	965,500	1,663,000	3,758,900
Recycling Reserve						
24-455-001 purchasing 3 more 6 yds bin to collect recycle at depot	25,000					25,000
Total Recycling Reserve	25,000					25,000
Storm Sewers Reserve						
23-421-01 Stormwater Collection System Rehab	120,000					120,000
Total Storm Sewers Reserve	120,000					120,000
Columbarium Reserve						
27-571-001 Cemetery Expansion Phase 2				150,000		150,000
Total Columbarium Reserve				150,000		150,000
Library Building Reserve						
23-771-001 Kenora Library Window Replacement			50,000			50,000
27-771-001 Bathroom and common area upgrades to Library Interior					450,000	450,000
27-771-002 Keewatin Library Attic Insulation Upgrades				60,000		60,000
Total Library Building Reserve			50,000	60,000	450,000	560,000
Museum Building Reserve						
23-781-001 Kenora Museum Upgrades	25,000					25,000
25-783-001 Motorized blinds for Art's Center display area		20,000				20,000
26-783-001 Art's Center upgrades to the Furnace and A/C unit			30,000			30,000
Total Museum Building Reserve	25,000	20,000	30,000			75,000

CAPITAL PROJECTS WITH FUNDING SOURCES	BUDGET 2024	2025	2026	FORECAST			10 YEAR TOTAL
				2027	2028	2029-2033	
Pavilion Reserve							
23-832-002 Jarnell Contracting Pavilion		200,000		50,000			250,000
Total Pavilion Reserve		200,000		50,000			250,000
Recreation Complexes							
23-730-002 Moncrief Construction Sports Centre Projects	205,000	27,000					232,000
23-733-001 Pool Projects		100,000		200,000			300,000
23-736-001 Bowman Electric Keewatin Memorial Arena Upgrades			14,000				14,000
Total Recreation Complexes	205,000	127,000	14,000	200,000			546,000
Total 01 City Capital	12,153,618	7,725,422	23,627,114	6,916,400	9,456,450	37,973,486	97,852,490
02 Water & Sewer							
Debt Financing							
23-412-001 Lift Station Upgrades	375,000						375,000
Total Debt Financing	375,000						375,000
Sewer/Water							
23-411-01 Wastewater Collection Program	1,415,500	1,495,500	765,000	1,650,000	900,000	10,360,559	16,586,559
23-412-001 Lift Station Upgrades	112,000	133,000	137,000	210,000	200,000	1,150,000	1,942,000
23-412-01 Roof Replacement on Pumping Stations	80,000	80,000					160,000
23-412-03 Replacement of Wastewater Pumps	76,875	78,800	80,750	82,750	84,850	457,250	861,275
23-414-01 Fleet - Water and Wastewater Vehicles and Equipment	390,000	335,000	241,000	106,000	167,000	855,800	2,094,800
23-431-002 Coney Island Water Main Replacement Phases #1-3	60,000		150,000		150,000	150,000	510,000
23-431-01 Watermain Program	1,415,500	1,495,500	765,000	1,650,000	900,000	10,360,550	16,586,550
23-433-001 Door Replacement and Repair	100,000						100,000
23-433-01 Pump Replacement	100,000	100,000	100,000	100,000			400,000
24-411-002 Sanitary Relining Program	400,000					200,000	600,000
24-412-002 Delta to Wye conversion	51,250	52,500	53,850	55,250	56,500	304,750	574,100
24-413-001 Repair Air Leaks to Aeration Tanks	50,000	200,000					250,000
24-432-002 Design and Costing of New Pump PLC Panel/Selector Switches	30,000						30,000
24-432-01 Upgrading Brinkman and Crawford Water Dispensers	80,000						80,000
24-433-001 Kitchen and Lab area upgrades at Water Treatment Plant	35,000						35,000
26-413-001 Replace Bent Sluice Gate and Valve Stem		20,000	180,000				200,000
26-413-002 Replace Screw Pump Generator		50,000	450,000				500,000
27-411-002 DTR Matheson & First St S Sewer Main Renewal			500,000				500,000
27-413-001 Replace MCC Electrical Panel in 400 Building			35,000	125,000			160,000
27-413-002 Replace Scum Box East Clarifier				25,000			25,000
27-431-004 DTR Matheson First St S Watermain Renewal			650,000				650,000
Total Sewer/Water	4,396,125	4,040,300	4,107,600	4,004,000	2,458,350	23,838,909	42,845,284

CAPITAL PROJECTS WITH FUNDING SOURCES			BUDGET	FORECAST					10 YEAR
				2024	2025	2026	2027	2028	
Total Water & Sewer			4,771,125	4,040,300	4,107,600	4,004,000	2,458,350	23,838,909	43,220,284
Solid Waste									
Solid Waste Reserve									
23-453-01 Solid Waste Vehicles and Equipment			665,000	135,000	400,000	191,500	393,000	2,095,000	3,879,500
24-448-001 Replacement Transfer Station 40yds Bins			45,000			50,000		50,000	145,000
24-450-001 New landfill consulting services			35,000						35,000
24-450-002 Purchasing a Grizzly screener for the landfill			25,000						25,000
Total Solid Waste Reserve			770,000	135,000	400,000	241,500	393,000	2,145,000	4,084,500
Total Solid Waste			770,000	135,000	400,000	241,500	393,000	2,145,000	4,084,500
Total Funding Sources			17,694,743	11,900,722	28,134,714	11,161,900	12,307,800	63,957,395	145,157,274



Project	24-134-01 Network Upgrades		
Department	Information Technology		
Version	2024-2028	Year	2024

Description							
This annual recurring budget is required to provide ongoing maintenance, upgrades and expansion of the underlying network hardware and software.							
These systems provide connectivity for all City IT assets such as computers, servers, surveillance systems and mobile devices.							
Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding

Computer Systems Reserve	(220,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(120,000)
Funding Total	(220,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(120,000)



Project
Department
Version

24-134-03 Firewall		
Information Technology		
2024-2028	Year	2024

Description
<p>Firewall upgrades are on a 5 year replacement schedule. Firewall software is utilized as a network security device that monitors incoming and outgoing network traffic and decides what needs to be blocked based on a defined set of security rules.</p>

Budget							
Total	2024	2025	2026	2027	2028	2029-2033	

Funding

Computer Systems Reserve	(50,000)	(25,000)				(25,000)	
Funding Total	(50,000)	(25,000)				(25,000)	



Project	24-134-04 Server Upgrade		
Department	Information Technology		
Version	2024-2028	Year	2024

Description

These systems are the most critical assets within the City's IT infrastructure library. It is important that these systems be refreshed every 3 to 5 years to ensure continuity of the City's IT services including software, data storage, and email.

Budget							
Total	2024	2025	2026	2027	2028	2029-2033	

Funding

Computer Systems Reserve	(200,000)	(100,000)				(100,000)	
Funding Total	(200,000)	(100,000)				(100,000)	



Project	24-152-001 Sunset Trail Riders, Triple Play, Tourism Building Window Replacement		
Department	Rentals		
Version	2024-2028	Year	2024

Description

The wood framed windows in this rental building are leaking and require replacement. New vinyl frame windows will be installed.

The building is home to multiple tenants. Sunset Trail Riders, Triple Play, City of Kenora Tourism and Special Events Department as well as the Parks Department. Work will take two weeks to complete with minimal interruption to the tenants in the fall of 2024.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Rentals - Rental Buildings Reserve

(50,000)	(50,000)
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Funding Total

(50,000)	(50,000)
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Project	24-152-001 Window and door replacement, Senior Center and Keewatin Library		
Department	Rentals		
Version	2024-2028	Year	2024

Description
<p>This building is a shared use facility between the Seniors Center and the Keewatin Public Library.</p> <p>Multiple doors and windows have deteriorated and require replacement.</p>

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Accessibility Reserve	(35,000)	(35,000)
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Funding Total	(35,000)	(35,000)
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Project	24-211-02 Scott SCBA Replacement		
Department	Fire Dept		
Version	2024-2028	Year	2024

Description
<p>Replace Self Contained Breathing Apparatus (SCBA)</p> <p>Kenora Fire and Emergency Services 2001-2003 SCBA has reached the end of its life cycle and is no longer compliant with current standards. NFPA 1981 'Standard for Open Circuit Self-Contained Breathing Apparatus' is the internationally recognized standard for fire fighter safety has had multiple edition updates including 2002, 2007, 2013 and the current version is 2019.</p> <p>The standard has increased minimum requirements for the selection, care and maintenance components of a respiratory protection program to increase firefighter safety. Changes include earlier notification of low air alarm, stricter testing methods for electronic components, increased face piece lens integrity, new voice communication intelligibility requirements, and new requirements for Emergency Breathing Safety System.</p> <p>The replacement consists of 32 packs, cylinders, masks and update other related equipment.</p> <p>This project would be financed over a 5-year lease (\$95K per year) funded through revenue associated with Fire Marque.</p>

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Net Tax Levy	(190,000)			(95,000)	(95,000)	
Fire Marque	(190,000)	(95,000)	(95,000)			

Funding Total	(380,000)	(95,000)	(95,000)	(95,000)	(95,000)	
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Project
Department
Version

24-211-001 Fire Fleet Capital Replacement Program

Fire Dept

2024-2028

Year

2024

Description

Fire Apparatus Replacement Life Cycle Schedule for fire apparatus for the City of Kenora as follows:

First Line Duty – replacement every 15 years (Fire Line Pumper, Station #1 operated by Career Staff)

Second Line Duty – replacement every 20 years (Second Line Pumper, Station #1, #2, #3 operated by Paid per Call Staff)

Third Line Pumper, Aerial, Rescue, Tanker Apparatus every 25 years (Aerial, Rescue Station#1 apparatus operated by all staff, Tankers at each Station)

Support Vehicles every 20 years, or as required

Further that the following inventory is maintained to support service delivery approved by Council.

Station #1

- Pumper – Fire response for Career Staff
- Pumper – Fire response for PPC Staff
- Tanker – Rural Water Supply
- Support–Transport staff and equipment
- Aerial – Access to elevated locations and an elevated water stream
- Rescue–Transporting staff and equipment for specialized rescue operations
- Boat – Transport staff to offshore emergencies or to Coney Island
- Wildfire – Designed to assist in fighting wildfire and open-air burning

Station #2

- Pumper – Fire response for PPC Staff response
- Tanker – Rural Water Supply
- Support–Transport staff and equipment

Station #3

- Pumper – Fire response for PPC Staff
- Tanker – Rural Water Supply
- Support-Transport staff and equipment

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Fire Equipment Reserve	(1,790,800)	(450,000)	(769,000)	(71,900)	(88,000)	(411,900)
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Debt Financing	(3,125,000)		(375,000)	(50,000)	(1,100,000)	(1,600,000)
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Funding Total	(4,915,800)	(450,000)	(1,144,000)	(121,900)	(1,188,000)	(2,011,900)
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Project	24-312-01 Keewatin Channel Bridge Steel Arch Repainting		
Department	Maintenance - Bridges		
Version	2024-2028	Year	2024

Description

PROJECT DESCRIPTION

Steel bridges are painted as part of regular preventative maintenance. The paint coating provides a barrier between the steel members and wet weather conditions or just the humidity in the surrounding air, preventing rusting and extending the lifespan of the steel. A study of the required repainting of the Keewatin Channel Bridge steel arch spans was completed in 2023. This project is for the tender and execution of the required repainting work.

The repainting of the steel arch was identified in the 2020 bridge inspection report as required work within 1 to 5 years.

Delay of this project will lead to further bridge condition degradation and an accelerated replacement of the structure.

This project is anticipated to occur throughout May, June, July and August. There will be delays to traffic during setup and takedown at intermittent periods however, it is expected that both traffic lanes will remain open.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Canada Community Building Fund	(4,350,000)	(4,350,000)				
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Funding Total	(4,350,000)	(4,350,000)				
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Project	24-312-01 Portage Bay Bridge Study, Design, Tender, Construction		
Department	Maintenance - Bridges		
Version	2024-2028	Year	2024

Description

The Portage Bay Bridge was identified as nearing the end of its lifespan within the bi-annual bridge inspections completed in 2022. The structure will require significant rehabilitation work due to the deteriorating concrete and steel condition. The current estimated cost of the rehabilitation is \$3.5 million to \$10 million.

Through a budget amendment, the 2024 a detailed coating condition assessment of the steel structure's level of corrosion and concrete condition was moved into 2023.

In late 2023, staff will receive the report including a preliminary design assessment recommending potential bridge replacement options, rehabilitation programs or other alternatives with a life cycle cost-benefit analysis of rehabilitation versus replacement. The report will provide Council and Administration with life cycle capital and operating costs of multiple options to determine the most effective route.

In 2025 the design of the selected rehabilitation and/or replacement will occur pending the results of the 2024 assessment with construction planned for 2026.

There will be intermittent delays in 2024 and 2025 to residents using the bridge and complete closure during construction in 2026 as the Portage Bay Bridge is only one lane wide.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

OCIF	(300,000)	(300,000)				
Debt Financing	(10,000,000)		(10,000,000)			

Funding Total	(10,300,000)	(300,000)	(10,000,000)			
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City of Kenora Capital Projects

Project	24-312-02 Bridge Rehabilitation-Engineering Based on 2022 and 2024 Inspections		
Department	Maintenance - Bridges		
Version	2024-2028	Year	2024

Description

Project includes:

2025: Consulting engineering design and support to develop the specification for the work.

2026: Rehabilitation of the Matheson Street Bridge and the CP Pedestrian Overpass.

Surface and joint restoration of the Winnipeg River West, Winnipeg River East and 8th Avenue S Bridges

These projects are expected to be minor bridge rehabilitation projects and have been bundled together to improve competitive pricing.

2027: Anticipated : consulting , engineering, design and support to develop the specification for the Parsons Street Bridge Work.

2028: Anticipated bridge rehabilitation for the Parsons Street Bridge

2029-2033: \$1.5 million has been identified in each 2029, 2031 and 2033 to perform bridge rehabilitation on the Keewatin Channel Bridge, 1st Avenue Bridge and Beggs Road Timber Bridge.

During assessment and construction there will be impacts to residents through travel delays lane closures across the bridges.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

OCIF	(8,700,000)	(100,000)	(2,500,000)	(100,000)	(1,500,000)	(4,500,000)
Funding Total	(8,700,000)	(100,000)	(2,500,000)	(100,000)	(1,500,000)	(4,500,000)



Project	24-313-001 Arterial Roads Resurfacing		
Department	Maintenance - Paved Roads		
Version	2024-2028	Year	2024

Description

Resurfacing and rehabilitation of major arterial roads.

The Arterial Roads Resurfacing Program proactively identifies arterial roads in need of resurfacing ahead of complete degradation. The City's Engineering Dept. receives an updated pavement condition assessment every 3 years. Work is prioritized pending the results of the assessment and available OCIF and Canada Community Building Funding. This work impact residents during construction with delays traveling through the city. Work on arterial roads is scheduled to begin as early in the construction season as possible to limit impacts during peak tourism and activity during summer months.

Proactive management of large arterial roads provides flexibility during project planning to address areas of concern prior to critical failure. Furthermore, alternative pavement resurfacing methods can potentially be used thereby reducing capital expenditures and reducing traffic interruptions to the public.

2024: Lakeview Drive from the Round About to WPG River East Branch Bridge

2025: HWY 17 from Winnipeg River West Bridge to Winnipeg River East Bridge

2026: Phase 3 of 3 HWY 17 E Resurfacing and Transmitter Rd Intersection

2027: Veterans Drive from CP Underpass to 9th Street N Intersection

2028: Jones Road from HWY 17 E to Homestake Road

2029 to 2034: Veterans Drive from 9th Street N to HWY 17 and Airport Road from CP Rail Crossing to HWY 17

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Net Tax Levy	(700,000)			(700,000)		
OCIF	(798,000)	(798,000)				
Canada Community Building Fund	(11,950,000)		(1,350,000)		(1,150,000)	(1,950,000)
Funding Total	(13,448,000)	(798,000)	(1,350,000)	(700,000)	(1,150,000)	(1,950,000)



Project
Department
Version

24-313-01 Municipal Paving program		
Maintenance - Paved Roads		
2024-2028	Year	2024

Description
<p>Annual project related to repaving and reconstruction of paved urban roads.</p> <p>Locations are selected using pavement condition ratings and asset risk ratings. The locations proposed in 2024 are primarily residential streets with very poor asphalt condition ratings.</p> <p>2024: Superior Street from 6th Street to 10th Street 10th Street From HWY 17 to Ottawa Street 6th Ave S from 5th Street S to 6th Street S 6th Street S from 4th Ave S to 7th Ave S 14th Ave N from 6th Street N to Ninth Street N. (Additional asphaltting to be funded through OCIF - Locations TBD)</p> <p>2025: Mellick Ave from 9th Street N to 10th Street N Mellick Ave from 13th Ave N to Rabbit Lake Road Valley Drive from Houghton Road to Minto Ave</p> <p>2026: Rabbit Lake Road from Rabbit Lake Beach to Outen Lane Beach Road from bay Street to St Clair Street</p> <p>2027: Fifth Street N from 4th Ave N to 8th Ave N 11th Ave N from Valley Drive to Ninth Street N 4th Street N from Matheson Street to 7th Ave N 17th and 18th Ave N from 6th Street N to 9th Street N</p> <p>2028: Mikana Way from Golf Course Road to HWY 17E Gould Road from Railway Street to Transmitter Road</p>
Budget
Total 2024 2025 2026 2027 2028 2029-2033

Funding

Net Tax Levy	(18,756,285)	(205,055)	(1,675,000)	(1,762,500)	(1,850,000)	(1,950,000)	(11,313,730)
OCIF	(1,528,388)	(1,528,388)					

Funding Total	(20,284,673)	(1,733,443)	(1,675,000)	(1,762,500)	(1,850,000)	(1,950,000)	(11,313,730)
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City of Kenora

Capital Projects

Project

24-313-02 Municipal Lane Paving

Department

Maintenance - Paved Roads

Version

2024-2028

Year

2024

Description

Annual project related to repaving and paving of urban lanes.

2024: Laneway Between 1st St S and 2nd St S and 5th Ave S and 7th Ave S

Locations for 2025-2028 shall be determined following the 2023 pavement condition assessment results.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Sidewalks / Lane Paving Reserve	(56,495)	(55,000)	(1,495)			
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All

Net Tax Levy	(678,505)	(58,505)	(60,000)	(65,000)	(70,000)	(425,000)
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Funding Total

(735,000)	(55,000)	(60,000)	(60,000)	(65,000)	(70,000)	(425,000)
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Project	24-313-04 Railway Street Phase 4		
Department	Maintenance - Paved Roads		
Version	2024-2028	Year	2024

Description

Phase 4 of the Railway St. re-alignment and repaving.

Project Boundary: From 1629 Railway St, 217 m Easterly including the installation of new sidewalk on the South side of the road (subject to private property acquisition) and the addition of paved shoulder(s), plus street light improvements.

This section of Railway Street requires significant rehabilitation. The project will undergo review for the potential addition of sidewalk and paved shoulders.

Phases 1, and 2 were completed in 2020 and 2022, and Phase 3 is currently nearing completion in Fall of 2023.

Phase 4 is the final phase of the project. The Project has been substantially funded through Provincial ICIP and NORDS funding, but is projected to be exhausted during Phase 3 in 2023.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Debt Financing	(943,000)	(943,000)
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Funding Total	(943,000)	(943,000)
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Project
Department
Version

24-313-04 Railway Street Phase 4		
Maintenance - Paved Roads		
2024-2028	Year	2024

Gallery





Project	24-314-01 Roads Hard Surface Treatment		
Department	Maint - Surface Treat Roads		
Version	2024-2028	Year	2024

Description
<p>This project includes applying, replacing and repairing hard surfaced sections of roads in need of repair or that have reached the end of their life cycle. Start incorporating new roads that need resurfacing.</p> <p>2024-2028: Required work is assessed on an annual basis based on the previous year's deterioration. Work primarily focuses on the critical sections of the Coker Road, Essex Road, Peterson Road, James Road and Anderson Branch Road.</p> <p>2029 - 2033: Forecasted \$2,200,000.</p>

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding

All

Net Tax Levy	(3,995,138)	(299,475)	(329,422)	(362,364)	(398,000)	(407,950)	(2,197,927)
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Funding Total	(3,995,138)	(299,475)	(329,422)	(362,364)	(398,000)	(407,950)	(2,197,927)
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Project	24-314-001 Essex Road Grade Raise		
Department	Maint - Surface Treat Roads		
Version	2024-2028	Year	2024

Description

The Project includes a road grade raise on Essex road from Hooterview Trail northerly for approximately 700 m.

In 2022, flooding overtook the entire roadway and the road closed for several months. Every Spring, lake level rise along this roadway which puts the road in jeopardy of ongoing annual closures.

In 2023 a drilling program to assess the road subgrade is being completed to ensure that adding material to raise the road elevation will not create excessive settling or failure.

Budget
Total202420252026202720282029-2033

Funding

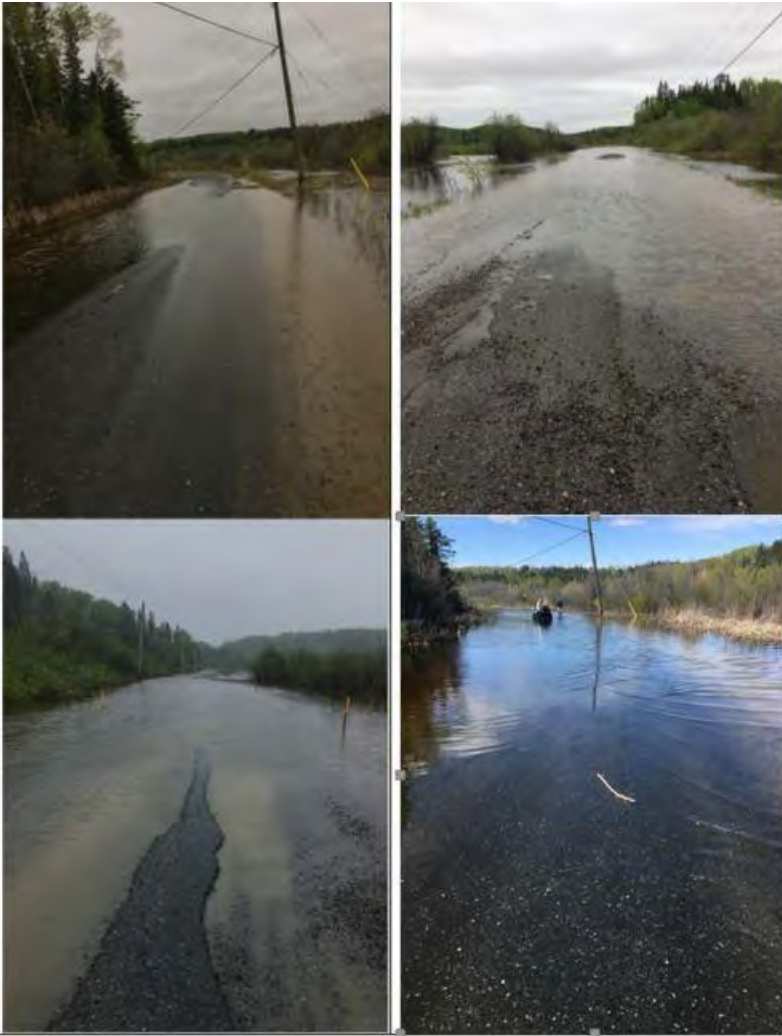
OCIF(750,000)(750,000)

Funding Total(750,000)(750,000)

Project
Department
Version

24-314-001 Essex Road Grade Raise		
Maintenance - Surface Treat Roads		
2024-2028	Year	2024

Gallery





Project	24-315-001 Loosetop Road Gravel, Ditching and Culverts		
Department	Maintenance - Loosetop Roads		
Version	2024-2028	Year	2024

Description
<p>Rehabilitation of loose top roads with gravel (gravel A) material, clean out the existing ditches for proper drainage and culvert clean out and replacement where culverts have failed due to clogging or collapse.</p> <p>Each year, loose top roads experience degradation and require the addition of gravel material to allow for crowning and drainage when regrading, to have ditches and culverts cleaned, replaced or newly installed. Exposed large rock and corduroy timbers require recovering.</p> <p>2024 - 2028: The project continues the annual servicing of loosetop roads, ditching and culvert replacement currently provided based on annual assessment.</p> <p>Priority is given to the critical sections of the Coker Road, Essex Road, James Road, Peterson Road and Anderson Branch Road.</p> <p>The receipt of the Rural Roads Study may lead to increased budget allotment for these services.</p>

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding

Net Tax Levy	(3,089,229)	(262,500)	(275,000)	(287,500)	(300,000)	(307,500)	(1,656,729)
Funding Total	(3,089,229)	(262,500)	(275,000)	(287,500)	(300,000)	(307,500)	(1,656,729)



Project	24-315-001 Loosetop Road Gravel, Ditching and Culverts		
Department	Maintenance - Loosetop Roads		
Version	2024-2028	Year	2024

Gallery





Project	24-352-001 Parkade Structure Assessment and Rehabilitation		
Department	Parking Rentals		
Version	2024-2028	Year	2024

Description

Project includes the completion of assessment of the Parkade Structure on Matheson Street with a report to follow including recommendations for rehabilitation or enhanced maintenance.

During the 2022 bi-annual bridge inspection project the City had the Consultant inspect the Parkade. The Consultant recommended "a detailed deck survey, concrete substructure condition survey and structure evaluation, all with an urgent priority as the prevalence of ongoing leakage, settlement and deterioration suggest a potential need for rehabilitation."

A placeholder budget figure of \$500,000 has been included and will be adjusted based on the required work following the receipt of the assessment report.

The City completes bi-annual bridge inspections, with the next inspection scheduled for 2024. This work will be included during those assessments to minimize assessment cost.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Parkade / Parking Rentals	(625,000)	(125,000)	(500,000)
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Funding Total	(625,000)	(125,000)	(500,000)
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Project	24-390-005 Office renovation and expansion		
Department	Barsky Facility		
Version	2024-2028	Year	2024

Description

Project includes the replacement of the exhaust fans in the welding shop at the Operations Centre.

The Welding shop exhaust fans have been in service for nearly 20 years and are at end of life. Replacement improves the reliability of the exhaust fans and improves the air quality in the welding shop.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Operations Facility Reserve	(30,000)	(30,000)
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Funding Total	(30,000)	(30,000)
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Project	24-390-01 DVR Operations		
Department	Barsky Facility		
Version	2024-2028	Year	2024

Description

This budget is for the replacement of the digital video recording systems that store the video footage collected by the City's surveillance cameras.

There are currently 3 systems in production, one at City Hall, one at Operations, and one at the Kenora Recreation Centre. It is important that these systems be refreshed every 5 years in order to ensure continuity of video recording services.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Computer Systems	(10,000)	(10,000)
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Funding Total	(10,000)	(10,000)
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Project	24-392-001 Garage and Shop Capital		
Department	Garage & Shop		
Version	2024-2028	Year	2024

Description

Project includes the purchase of new equipment for the Fleet Shop to continue to improve the Fleet Department's ability to service vehicles internally, improve work efficiency and minimize external spending on vehicle servicing.

2024: Computer Vehicle Diagnostic Equipment, Air Conditioning Unit Replacement

2025: Front-End Vehicle Alignment Machine, Smart Speed Swing-Arm Tire Changer

2026: Replacement of (2) post hoists

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding

Vehicle/Equipment Repl. Reserve	(141,550)	(36,000)	(52,000)	(53,550)
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Funding Total	(141,550)	(36,000)	(52,000)	(53,550)
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Project	24-393-01 Fleet - Heavy Vehicles		
Department	Vehicles & Equipment		
Version	2024-2028	Year	2024

Description

The heavy fleet encompasses the City's robust machinery, including plow trucks, excavators, and graders. The lifecycle management of heavy equipment involves a meticulous approach where replacement decisions are guided by a combination of accumulated operational hours or mileage and the progressively escalating maintenance expenses for each unit.

In instances where it is feasible, a practice of repurposing comes into play, strategically assigning units to tasks that involve lower operational hours or mileage as they age. This reallocation serves the purpose of extending the overall lifespan of these valuable pieces of machinery.

2024: Roads - Tandem Sander/Plow, Frink Snow Blade | Parks - Mower, | Parks - Skid mounted hot water pressure washer | Recreation - Ice resurfacer | Recreation - Existing Ice resurfacer replacement battery

2025: Transit - Transit Bus | Roads - Grader | Parks - Cemetery Mower

2026: Roads - Rubber tire Excavator

2027: Solid Waste - Co Mingle truck | Roads - Single Axle Dump-Sander | Roads - Mini Rubber Track Excavator

2028: Roads - 4500 Dump with Electric Hoist | Roads - 4500 Dump with Electric Hoist & Plow | Roads - Rock Breaker Attachment | Roads - Rubber Tire Backhoe Loader | Roads - Dynapac Compacter/ Roller | Transit - Transit

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Vehicle/Equipment Replacement Reserve(7,496,100)	(728,700)	(822,000)	(450,000)	(817,500)	(1,663,000)	(3,014,900)
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Dedicated Gas Tax	(1,653,300)	(630,000)				(1,023,300)
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Funding Total	(9,149,400)	(728,700)	(1,452,000)	(450,000)	(817,500)	(1,663,000)	(4,038,200)
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Project	24-393-04 Fleet - Light Vehicles		
Department	Vehicles & Equipment		
Version	2024-2028	Year	2024

Description

The organization proactively manages its light vehicle fleet, opting for replacement when the balance between reliability and maintenance costs starts to yield diminishing returns. During these fleet refresh cycles, the Fleet Manager strategically repurposes vehicles across the organization, aiming to maximize the overall lifespan of each unit.

For instance, an example of this approach is the scheduled replacement of administrative vehicles utilized by the Council and City Staff for long-distance travel. This renewal takes place every three to four years, ensuring that these vehicles remain dependable. In the upcoming year, 2024, this specific administrative vehicle is due for replacement. Consequently, this transition will trigger a ripple effect of reassignments among the light SUVs within the organization, ultimately leading to the retirement of a 20-year-old SUV.

2024 - Fire Dept. - Administrative/Command Vehicle | Administrative - Light SUV used by Council and City Staff. | Roads - 1/2 Truck

2025 - Tourism - Light SUV

2026 - Roads - 3/4 Ton Truck | Facilities - 1/2 Ton Truck | Roads - 1/2 Ton Truck | Roads - Tandem Trailer | Parks - Tandem Trailer

2027 - By-Law - 1/2 Ton Truck | By-Law - 1/2 Ton Truck

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Vehicle/Equipment Repl. Reserve	(1,405,700)	(172,500)	(53,000)	(288,200)	(148,000)	(744,000)
Funding Total	(1,405,700)	(172,500)	(53,000)	(288,200)	(148,000)	(744,000)



Project	24-395-01 GIS Update and Aerial Photo		
Department	Engineering		
Version	2024-2028	Year	2024

Description

Creation of new aerial photo and related mapping line work for GIS purposes.

The GIS aerial photo and mapping line work are updated on a 5 year cycle to keep the system current and relevant which is used by many City staff in their daily work.

Future consideration should be given to changing the existing 5 year to a 3 year updating cycle, keeping the GIS mapping current.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Contingencies Reserve	(60,161)	(60,161)
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GIS Reserve	(64,839)	(64,839)
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Funding Total	(125,000)	(125,000)
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Project	24-395-02 Photocopier for 2nd Floor Operations		
Department	Engineering		
Version	2024-2028	Year	2024

Description
Replacement of printer/photocopier/scanner for the second floor operations staff and offices. Typically this type of equipment is replaced on a 5 year cycle to ensure there are no interruptions from older equipment breakdowns. The unit services Engineering, Planning, Building, Economic Development, Roads and Facilities that are located on the second floor of the Operations building.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Operations Facility Reserve	(12,000)	(12,000)
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Funding Total	(12,000)	(12,000)
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Project	24-395-001 GPS Surveying Equipment		
Department	Engineering		
Version	2024-2028	Year	2024

Description
<p>Replacement of Trimble GPS survey equipment.</p> <p>The current survey equipment purchased in 2015 will be at end of life in 2027, requiring replacement.</p> <p>The GPS survey equipment is used to locate project features during the design, development and construction stages. Engineering, when available, also surveys sewer and water maintenance to aid in enhancing the accuracy of the City's infrastructure records. The equipment is critical to the work of the department.</p> <p>Alternative sourcing was reviewed. The cost to rent the equipment was assessed and to obtain one rental unit from May to September during peak usage months totals \$19,375, nearly 50% of the cost to purchase new.</p> <p>The existing equipment will be assessed in 2026 by technicians for opportunities for partial replacement to reduce future capital costs beyond their planned end of life in 2027. Replacement of one existing unit is planned for 2029 to 2033</p>

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

GIS Reserve	(82,000)			(41,000)		(41,000)
Funding Total	(82,000)			(41,000)		(41,000)



Project
Department
Version

24-421-01 Stormwater Collection System Rehab		
Storm Sewers		
2024-2028	Year	2024

Description
<p>Replacement and rehabilitation of storm sewer catch basins, piping and associated manholes.</p> <p>This project continues to allocate budget towards the City's stormwater systems that are in great need of repair.</p> <p>In 2023, the allocated budget for relining storm piping near 6th St N had to be reallocated to address immediately failing storm mains elsewhere in the community.</p> <p>2024: Relining of storm mains in the 6th St N area, North of the CP Rail lines.</p> <p>2025: Relining and/or replacement of storm sewer mains within Keewatin dependent on the results of the 2023 and 2024 CCTV inspection work.</p> <p>Continued CCTV inspections in 2026 and future years will determine the future repair locations. The projected cost of the work is included in the forecasted budget below as a placeholder for the results of the inspections.</p>

Budget							
Total	2024	2025	2026	2027	2028	2029-2033	

Funding

Storm Sewers Reserve	(120,000)	(120,000)					
Net Tax Levy	(4,240,000)	(140,000)	(200,000)	(300,000)	(350,000)	(400,000)	(2,850,000)
Funding Total	(4,360,000)	(260,000)	(200,000)	(300,000)	(350,000)	(400,000)	(2,850,000)



Project	24-455-001 purchasing 3 more 6 yds bin to collect recycle at depot		
Department	Recycling Facility		
Version	2024-2028	Year	2024

Description
The Recycling Depot uses 6yd bins to collect recyclable materials at the Transfer Station. 3 bins require replacement in 2024.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Recycling Reserve	(25,000)	(25,000)
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Funding Total	(25,000)	(25,000)
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Project	24-571-001 Cemetery Expansion Phase 2		
Department	Cemetery		
Version	2024-2028	Year	2024

Description
<p>This project includes the budget allocation to support (2) new columbariums and a potential Memory Wall at the Cemetery. The Cemetery is experiencing increased requests for Columbarium interments versus direct burial.</p>

Budget							
Total	2024	2025	2026	2027	2028	2029-2033	

Funding							
Columbarium Reserve	(150,000)			(150,000)			
Funding Total	(150,000)			(150,000)			



Project
Department
Version

24-711-001 Central Community Club Green Space Enhancement		
Parks		
2024-2028	Year	2024

Description

This project includes the development of the green space amenities at Central Park. It is space for families to picnic and take part in recreational activities. The space will include paved accessible pathways, proper lighting, benches, canopy trees for shade and sod landscaping.

The recreational space is effectively doubled providing the surrounding community with an opportunity to engage socially and/or physically for all seasons. Completion of the green space amenities compliments the new rink and playground.

There will be some interruption to park access during the upgrades. Items such as excavation for pathway, grading of the site, adding granular etc. will require fencing as work progresses.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

NOHFC	(490,000)	(490,000)
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Funding Total	(490,000)	(490,000)
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Project	24-714-01 Coney Island Playground Replacement		
Department	Coney Island Park		
Version	2024-2028	Year	2024

Description
<p>This project involves removing the existing playground located in the Coney Island green space by the beach. This project will fund a new accessible playground that meets the current accessibility and safety standards.</p> <p>The city performs annual audits of its playground equipment. The existing equipment is now at the end of life and does not meet accessibility standards. Standards for accessible playgrounds continue to evolve and this project would be sourced, supplied and installed through the City's playground group by vendor.</p> <p>Funding of this project is currently shown as the Accessibility Reserve, but the city will be pursuing provincial funding to support this project.</p>

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Accessibility Reserve	(50,000)	(50,000)
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Funding Total	(50,000)	(50,000)
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City of Kenora
Capital Projects

Project	24-715-001 Accessible Pathway		
Department	Norman Park		
Version	2024-2028	Year	2024

Description
<p>Accessible pathway at Norman Park from the street entrance of Pearson Street following the bush line towards the accessible washrooms inside Norman Park. The pathways will be approximately 285 meters long and will allow for wheelchair access from Lakeview Drive into the heart of the park.</p> <p>The pathway will be funded with the Inclusive Communities Grant.</p>

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Accessibility Funding	(60,000)	(60,000)
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Funding Total	(60,000)	(60,000)
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Project
Department
Version

24-730-002 Moncrief Construction Sports Centre Projects		
KRC Complex		
2024-2028	Year	2024

Description

This project for 2024 and 2025 is to improve electrical reliability of the pumping systems at the MCLSC. The majority of the pumps and motors do not have protection against damage during power outage events caused by storms. In the past pumps have been damaged resulting from a major power interruption. The work to be completed in 2024 and 2025 is partially funded through ICIP, with the remainder through the Recreation Complexes Reserve.

In 2027 the boiler that heats the pool and fitness centre area of the facility will be due for replacement. In 2023 a study will be completed to assess the current condition of the boiler and provide recommendations on the expected remaining life. The boiler is approaching 20 years old and is critical to the operation of the facility. The work to be completed in 2027 is to be funded by debt financing.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Recreation Complexes	(232,000)	(205,000)	(27,000)			
ICIP Funding	(200,000)	(200,000)				
Debt Financing	(500,000)			(500,000)		
	(700,000)	(200,000)		(500,000)		
Funding Total	(932,000)	(205,000)	(227,000)	(500,000)		



Project	24-733-001 Pool Projects		
Department	MSFC Pool		
Version	2024-2028	Year	2024

Description

Project includes:

2025: The pool pilot chlorine injection system for the pool at the Moncrief Construction Sports Centre is nearing end of life. The City is currently exploring system replacement options. Replacement of the system is planned for this year.

2027: The ceramic tile lining the pool is aging and takes considerable time to repair and re-grout annually. This work includes the supply and installation of a pool liner system to significantly reduce the maintenance of the tile.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Recreation Complexes	(300,000)	(100,000)	(200,000)
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Funding Total	(300,000)	(100,000)	(200,000)
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Project	24-735-002 Tennis Court Resurface		
Department	KRC External		
Version	2024-2028	Year	2024

Description							
Resurface/re-level the tennis courts at the Moncrief Construction Sports Centre.							
The tennis courts are in need of an overhaul. The court surface is currently cracked and has become sloped to an angle that is impacting play.							
This upgrade is funded through ICIP.							
Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding

ICIP Funding	(500,000)	(500,000)
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Funding Total	(500,000)	(500,000)
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23-736-001 Bowman Electric Keewatin Memorial Arena Upgrades		
KMA & Complex		
2024-2028	Year	2024

Description
Replacement of a hot water tank at the Bowman Electric Keewatin Memorial Arena. This work is required to ensure hot water is available to the users of the facility throughout the year.

Budget							
Total	2024	2025	2026	2027	2028	2029-2033	

Funding

Recreation Complexes	(14,000)	(14,000)
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Funding Total	(14,000)	(14,000)
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Project	24-771-001 Kenora Library Window Replacement		
Department	Library		
Version	2024-2028	Year	2024

Description
In 2022 some Kenora Library windows were leaking and required replacement. This project made \$50,000 allocations in each 2023 and 2026. It is expected that in 2026, additional windows will require replacement.

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding

Library Building Reserve	(50,000)	(50,000)
Funding Total	(50,000)	(50,000)



Project	24-771-001 Bathroom and common area upgrades to Library Interior		
Department	Library		
Version	2024-2028	Year	2024

Description
Multiple accessibility upgrades to the interior space of the Kenora Library. Included in the scope of work is a genderless accessible washroom facility, upgrades to second washroom for family washroom, new carpeting (old ones are 33 years old), updated lighting with daylight adjustment, wheelchair accessible bookshelves, mobility friendly furnishings, energy efficient upgrades and more.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Library Building Reserve	(450,000)					(450,000)
Funding Total	(450,000)					(450,000)



Project	24-771-002 Keewatin Library Attic Insulation Upgrades		
Department	Library		
Version	2024-2028	Year	2024

Description
Keewatin Library has minimal insulation in the attic which is causing frost to form on the underside of the roof. The frost melts in the spring, causing water damage to the building.
This project will see additional blown-in insulation added and repair to the roof structure which has been damaged from the frost issue.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Library Building Reserve	(60,000)	(60,000)				
Funding Total	(60,000)			(60,000)		



Project	24-781-001 Kenora Museum Upgrades		
Department	Museum		
Version	2024-2028	Year	2024

Description

This Capital Project sheet shows the remaining \$25,000 portion of the \$495,000 project budget that was always planned for 2024 spend.

In 2023, the expenditure of \$470,000 was allocated with \$400,000 being funded through NOHFC and \$70,000 being funded through the Museum Building reserve.

2023: New Air Conditioner and Fire Alarm, Accessibility upgrades to both washrooms, rehab of the concrete entryway, reworking the outdoor exhibition space, landscaping and fencing.

2024: The installation of a new asphalt roof, soffits and fascia w/ solar panels on the south side.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Museum Building Reserve	(25,000)	(25,000)
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Funding Total	(25,000)	(25,000)
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Project	24-783-001 Motorized blinds for Art's Center display area		
Department	Arts Centre		
Version	2024-2028	Year	2024

Description

Following the upgrades in 2023 to achieve a Category A designation at the Art Center, this project will see the installation of motorized blinds to protect the artwork and displays from direct sun exposure. Motorized blinds are required to remotely and strategically block the harmful UV rays from damaging the displayed pieces.

Budget						
Total	2024	2025	2026	2027	2028	2029-2033

Funding

Museum Building Reserve	(20,000)	(20,000)
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Funding Total	(20,000)	(20,000)
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26-783-001 Art's Center upgrades to the Furnace and A/C unit		
Arts Centre		
2024-2028	Year	2024

Description
<p>Art's Center Annex has a furnace and A/C unit that are over 30 years old, beyond end of life.</p> <p>The Annex area and Multi-Purpose room are heavily used rooms that are serviced by this unit which is having reliability issues.</p>

Budget							
Total	2024	2025	2026	2027	2028	2029-2033	

Funding

Museum Building Reserve	(30,000)	(30,000)
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Funding Total	(30,000)	(30,000)
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Project	24-832-002 Jarnell Contracting Pavilion		
Department	Tourism Facilities		
Version	2024-2028	Year	2024

Description
Floor is unlevel due to dissimilar materials and poor substrate. Brick sections of flooring have shifted due to high water causing multiple trip hazards on walking areas of the floor. Dissimilar floor construction makes the floor very unlevel. Funded through Pavilion Reserve This project has the opportunity to be an insurance claim.

Budget							
Total	2024	2025	2026	2027	2028	2029-2033	

Funding

Pavilion Reserve	(250,000)	(200,000)	(50,000)	
Debt Financing	(500,000)		(500,000)	
Funding Total	(750,000)	(200,000)	(550,000)	



Project
Department
Version

24-851-01 DTR Matheson & First Street South-Construction Surface and Storm Works		
Infrastructure		
2024-2028	Year	2024

Description

The Downtown Revitalization (DTR) project involves the surface and storm reconstruction of Matheson Street South from Second Street South to the Matheson Street Bridge and First Street South from Matheson Street South to Main Street South.

The next phase of DTR is required to renew and beautify the downtown core that will unify the previous areas completed related to Main Street South (2008), Second Street South (2014) and Chipman Street (2018).

During 2023 budget deliberations the project was deferred to construction planned for 2027 and the design update occurring in 2026, in favour of the Harbourfront Development project. The design update should now occur in 2024 with construction in 2026. This allows Administration and Council time to source additional funding with a complete, updated detail design and tender package and the flexibility to advance the project to 2025 if funding is secured.

Note project 27--411-001 and project 27-431-002 within the sewer and water utility budget to support underground infrastructure rehabilitation have been adjusted to reflect construction occurring in 2026.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

Debt Financing	(5,560,000)	(60,000)	(5,500,000)			
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Funding Total	(5,560,000)	(60,000)	(5,500,000)			
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City of Kenora

Capital Projects

Project	23-411-01 Wastewater Collection Program					
Department	Sanitary System					
Version	2024-2028	Year	2024			

Description						
PROJECT DESCRIPTION						
Replacement and rehab of the wastewater collection piping system.						
As the wastewater collection system ages, it is prone to developing leaks, which can lead to backups, freezing, etc. The city completes annual cctv inspections, on a 5 year zone cycle, of the system to evaluate the condition and base decision making for replacement. Review of the locations of high service calls also play a role. Further, work is aligned with municipal paving needs to progress the renewal of the City's road network.						
2024: Park Street from 10th Ave S Intersection to Maple Street, Preston Street, Mikado Ave N of 10th Street N and 10th Street N from Mikado Ave to Rupert Road						
2025: Rupert Road from 9th Street N to Dead End and 10th Street N to Mellick Ave; Laneway between 3rd and 4th Ave s and 7th and 5th Street S						
2026: River Drive from 7th Ave S to 9th Ave S, 3rd Street North from 4th Ave N to 2nd Street N						
2027: Mascott Ave from Veterans Drive to Dead end and 10th Street N to Mikado Ave, Regina Avenue from Veterans Drive to 10th Street N						
2028: 13th Ave N from dead end to 9th Street N and 8th Street N from 14th Ave N to the west						

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(16,586,559)	(1,415,500)	(1,495,500)	(765,000)	(1,650,000)	(900,000)	(10,360,559)
	(16,586,559)	(1,415,500)	(1,495,500)	(765,000)	(1,650,000)	(900,000)	(10,360,559)
Funding Total	(16,586,559)	(1,415,500)	(1,495,500)	(765,000)	(1,650,000)	(900,000)	(10,360,559)



Project	411-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2024:





Project	411-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2025:



Project	411-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2026:



Project	411-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget		2024

Gallery

2027:





Project	411-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2028:





City of Kenora
Capital Projects

Project	24-411-002 Sanitary Relining Program		
Department	Sanitary System		
Version	2024-2028	Year	2024

Description

PROJECT DESCRIPTION
Project to reline 1.3 km of wastewater collection mains. Relining is a rehabilitation method where a new pipe is pulled through an existing pipe to renew the infrastructure without excavation.
There are numerous wastewater collection mains that are due for replacement however, a typical excavation replacement is not of good value. The areas selected are typically under streets with good surface condition ratings, in close proximity to structures or private property or are not easily accessible for typical excavation.
Location 1: 315 m From Round About through 7 Generation Property to 3rd Street N
Location 2: 258 m 7th Ave S to 8th Ave S through backyards south of 2nd Street S and across the Lawrensons Creek.
Location 3: 235 m South of 3rd Steet S from 450 Laursons Ln to 603 3rd Street S
Location 4: 75 m Pedestrian Stairs on 3rd Street N to Laneway between Matheson Street and Main Street N
Location 5: 263 m North of CP Tracks from Norman Drive to First Ave W
Location 6: 200 m of Sanitary line in Easements/ Private Property

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(600,000)	(400,000)					(200,000)
	(600,000)	(400,000)					(200,000)
Funding Total	(600,000)	(400,000)					(200,000)



City of Kenora

Capital Projects

Project	27-411-002 DTR Matheson & First St S Sewer Main Renewal				
Department	Sanitary System				
Version	2024-2028	Year	2024		

Description

PROJECT DESCRIPTION

The Downtown Revitalization (DTR) project involves the replacement of sewer infrastructure located on Matheson St S from Second St S to McClellan Ave and First St S from Matheson St S to Main St S

This is the next phase of Downtown Revitalization related to replace some of the oldest sanitary infrastructure in the City.

This project is linked and coordinated with projects 27-431-002 and 27-851 Infrastructure DTR.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

400

400 Sewer/Water

(500,000)	(500,000)					
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(500,000)	(500,000)					
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Funding Total

(500,000)	(500,000)					
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City of Kenora
Capital Projects

Project	23-412-001 Lift Station Upgrades		
Department	Sewer Lift Station		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
Consulting services to evaluate the pumping, mechanical and control systems of the sewage lift stations, replace generators and repair mechanical systems. Stations are reaching the end of their service life and require maintenance and upgrade .
 2024 - \$102,000 North Hamilton Station Generator Supply and Installation \$375,000 North Hamilton pumping system upgrades \$10,000 Preston St Generator Replacement Engineering Design
2025 - \$122,000 Preston St Generator Supply and Installation \$11,000 Crawford Rd Generator Replacement Engineering Design
2026- \$125,000 Crawford Rd Generator Supply and Installation \$12,000 Valley Dr Generator Replacement Engineering Design
2027 - \$128,000 Valley Dr Generator Supply and Installation \$22,000 Subway Station Generator Engineering Design \$60,000 Engineering Study - Future Lift Station Upgrades
2028 - \$200,000 Subway Station Generator Supply and Installation
2029 - 2033 - \$1,150,000 Lift Station Upgrades based on Engineering Study Report

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(1,942,000)	(112,000)	(133,000)	(137,000)	(210,000)	(200,000)	(1,150,000)
	(1,942,000)	(112,000)	(133,000)	(137,000)	(210,000)	(200,000)	(1,150,000)
All							
Debt Financing	(375,000)	(375,000)					
	(375,000)	(375,000)					
Funding Total	(2,317,000)	(487,000)	(133,000)	(137,000)	(210,000)	(200,000)	(1,150,000)



City of Kenora
Capital Projects

Project	23-412-01 Roof Replacement on Pumping Stations		
Department	Sewer Lift Station		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
<p>The City of Kenora owns 28 above-ground wastewater pumping stations. 14 have flat roofs. This project is to convert the flat roof to a peaked metal roof which will save on maintenance and upkeep. Existing flat roofs need to be inspected every year to clean the drains, remove vegetation and more and while doing inspections have noticed multiple rips, tears, drain leaks and more putting the facilities at risk.</p> <p>2 of the roofs were replaced in 2022 and 6 were replaced in 2023. 3 are remaining in 2024 and 3 in 2025. Work takes place through the Summer and Fall of each year.</p>

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding
400

400 Sewer/Water	(160,000)	(80,000)	(80,000)
	(160,000)	(80,000)	(80,000)
Funding Total	(160,000)	(80,000)	(80,000)

23-412-03 Replacement of Wastewater Pumps

Sewer Lift Station

2024-2028

2024

PROJECT DESCRIPTION

Annual capital budget funding for rebuild or replacement of existing lift station pumps to maintain an operational wastewater collection system.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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400

400 Sewer/Water

(861,275)	(76,875)	(78,800)	(80,750)	(82,750)	(84,850)	(457,250)
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(861,275)	(76,875)	(78,800)	(80,750)	(82,750)	(84,850)	(457,250)
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Funding Total

(861,275)	(76,875)	(78,800)	(80,750)	(82,750)	(84,850)	(457,250)
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City of Kenora
Capital Projects

Project	24-412-002 Delta to Wye conversion		
Department	Sewer Lift Station		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
Delta to Wye Transformer Wiring Reconfiguration for lift stations. Delta-configuration transformers do not include a connection to ground at the pole. Equipment failures occur as there is no ground fault protection for the control system equipment. Replacement with Wye-configuration transformers will include the ground connection and adding ground fault protection. There are approximately 20 lift stations remaining to upgrade. we would like to complete one station per year. Replacement is dependent on the availability of Synergy North and can be scheduled with their cooperation each year.

	Budget						
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(574,100)	(51,250)	(52,500)	(53,850)	(55,250)	(56,500)	(304,750)
	(574,100)	(51,250)	(52,500)	(53,850)	(55,250)	(56,500)	(304,750)
Funding Total	(574,100)	(51,250)	(52,500)	(53,850)	(55,250)	(56,500)	(304,750)



City of Kenora
Capital Projects

Project	24-413-001 Repair Air Leaks to Aeration Tanks		
Department	Sewage Treatment Plant		
Version	2024-2028	Year	2024

Description			
PROJECT DESCRIPTION			
<p>The piping that supplies the aeration tanks at the Wastewater Treatment Plant with air are leaking and need to be repaired. The loss of air to the aeration tanks can impact the aeration process by supplying an insufficient amount of air for the biological treatment process to function correctly. Additionally, the blowers that supply the air must work harder to compensate for the loss which increases power consumption and prematurely ages the blowers. Loss of the ability to deliver air to the aeration tanks would result in failure of the treatment process.</p>			

Budget						
	Total	2024	2025	2026	2027	2028 2029-2033
Funding						
400						
400 Sewer/Water	(250,000)	(50,000)	(200,000)			
	(250,000)	(50,000)	(200,000)			
Funding Total	(250,000)	(50,000)	(200,000)			



City of Kenora

Capital Projects

Project	26-413-001 Replace Bent Sluice Gate and Valve Stem		
Department	Sewage Treatment Plant		
Version	2024-2028	Year	2024

Description

PROJECT DESCRIPTION

Replace/repair clarifier sluice gate valve and valve stem

The Sluice Gates control the flow of wastewater into the Secondary Clarifiers at the Wastewater Treatment Plant. Cleaning and monitoring of the tanks requires the ability to completely shut of the flow of wastewater. The gate valves are currently leaking and require repair/replacement.

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

400

400 Sewer/Water

(200,000)	(20,000)	(180,000)
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(200,000)	(20,000)	(180,000)
-----------	----------	-----------

Funding Total

(200,000)	(20,000)	(180,000)
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City of Kenora
Capital Projects

Project	26-413-002 Replace Screw Pump Generator		
Department	Sewage Treatment Plant		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
Project to replace screw pump diesel generator The screw pump diesel generator will be approaching the end of its useful life and is critical in keeping the plant functioning during power interruptions.

Budget
Total202420252026202720282029-2033

Funding
400

400 Sewer/Water	(500,000)	(50,000)	(450,000)
	(500,000)	(50,000)	(450,000)
Funding Total	(500,000)	(50,000)	(450,000)



City of Kenora
Capital Projects

Project	27-413-001 Replace MCC Electrical Panel in 400 Building		
Department	Sewage Treatment Plant		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
Replace the electrical Motor Control Center in the 400 Building at the Wastewater Treatment Plant. This is an original panel that needs to be replaced as it is approaching the end of its useful life and the wiring is becoming brittle which increases the likelihood of panel failure.

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(160,000)			(35,000)	(125,000)		
	(160,000)			(35,000)	(125,000)		
Funding Total	(160,000)			(35,000)	(125,000)		



City of Kenora
Capital Projects

Project	27-413-002 Replace Scum Box East Clarifier		
Department	Sewage Treatment Plant		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
Replacement of the scum box for east clarifier at the wastewater plant is required. The scum box collects grease, oils and fats from the surface of the secondary treatment tanks. It is anticipated this scum box will need replacement as the west one was replaced in 2022.

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding							
400							
400 Sewer/Water	(25,000)				(25,000)		
	(25,000)				(25,000)		
Funding Total	(25,000)				(25,000)		

Project

27-413-002 Replace Scum Box East Clarifier

Department

Sewage Treatment Plant

Version

2024-2028

Year

2024

Gallery

C:\Users\kjunko\Pictures\Scum Box Picture for Capital Project.jpg





City of Kenora

Capital Projects

Project	23-414-01 Fleet - Water and Wastewater Vehicles and Equipment					
Department	W&S Vehicles & Equip					
Version	2024-2028	Year	2024			

Description

PROJECT DESCRIPTION

This budget supports the renewal of vehicles used by the water and waste water utility operations and includes all underground repair and maintenance services, water and waste water treatment plants, water booster stations, waste water pumping stations and meter reading. Within the utility there are select fleet units where reliability is of utmost importance. These units are generally within the underground repair and maintenance area of the utility as the work is generally critical and time sensitive in nature. The fleet manager replaces these units once reliability becomes a concern and they are repurposed to a seasonal or lower usage unit to extend the assets life span.

2024: Single Axel Wastewater Vacuum Truck
2025: Water Delivery Truck
2026: Underground Services Walk-In Repair Van
2026: 3/4 Ton Pickup Truck
2026: Utility Boat
2027: 3/4 Ton Pickup Truck Equipped with a Hoist

Budget

Total	2024	2025	2026	2027	2028	2029-2033
-------	------	------	------	------	------	-----------

Funding

400							
400 Sewer/Water	(2,094,800)	(390,000)	(335,000)	(241,000)	(106,000)	(167,000)	(855,800)
	(2,094,800)	(390,000)	(335,000)	(241,000)	(106,000)	(167,000)	(855,800)
Funding Total	(2,094,800)	(390,000)	(335,000)	(241,000)	(106,000)	(167,000)	(855,800)



City of Kenora

Capital Projects

Project	23-431-002 Coney Island Water Main Replacement Phases #1-3			
Department	Waterworks			
Version	2024-2028	Year	2024	

Description

PROJECT DESCRIPTION

The project includes Replacing the above ground water main on Coney Island between the Coney foot bridge and camp # 850.

The water distribution line is approaching end of life span. Replacement is required to ensure health and safety of water quality as line is above ground.

2024 - \$60,000 Engineering Design of Coney Island Watermain Replacement

2026 - \$150,000 Phase 1 Replacement Works

2028 - \$150,000 Phase 2 Replacement Works

2029 and 2030 - \$150,000 Phase 3 Replacement Works

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

400						
400 Sewer/Water	(510,000)	(60,000)	(150,000)		(150,000)	(150,000)
	(510,000)	(60,000)	(150,000)		(150,000)	(150,000)
Funding Total	(510,000)	(60,000)	(150,000)		(150,000)	(150,000)



City of Kenora
Capital Projects

Project	23-431-01 Watermain Program				
Department	Waterworks				
Version	2024-2028	Year	2024		

Description

PROJECT DESCRIPTION

Replacement and rehab of the watermain distribution piping system.

As the water distribution system ages, it becomes increasingly prone to developing leaks and breaks that would require immediate repair. The City uses the age of the system, previous water main break locations, staff consultation and frequent freezing to prioritize locations.

2024: Location 1: Park Street from 10th Ave S Intersection to Maple Street

Location 2 : Preston Street

Location 3 : Mikado Ave N of 10th Street N and 10th Street N from Mikado Ave to Rupert Road

2025: Location 1: Rupert Road from 9th Street N to Dead End and 10th Street N to Mellick Ave;

Location 2: Laneway between 3rd and 4th Ave s and 7th and 5th Street S

2026: Location 1: River Drive from 7th Ave S to 9th Ave S

Location 2 : 3rd Street North from 4th Ave N to 2nd Street N

2027: Location 1 : Mascott Ave from Veterans Drive to Dead end and 10th Street N to Mikado Ave

Location 2 : Regina Avenue from Veterans Drive to 10th Street N

2028: Location 1 : 13th Ave N from dead end to 9th Street N and 8th Street N from 14th Ave N to the west

Budget

Total	2024	2025	2026	2027	2028	2029-2033
-------	------	------	------	------	------	-----------

Funding

400

400 Sewer/Water	(16,586,550)	(1,415,500)	(1,495,500)	(765,000)	(1,650,000)	(900,000)	(10,360,550)
	(16,586,550)	(1,415,500)	(1,495,500)	(765,000)	(1,650,000)	(900,000)	(10,360,550)
Funding Total	(16,586,550)	(1,415,500)	(1,495,500)	(765,000)	(1,650,000)	(900,000)	(10,360,550)



Project	431-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget		2024

Gallery

2024:





Project	431-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2025:





Project	431-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2026:





Project	431-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2027:





Project	431-01a Wastewater Collection Program		
Department	Sanitary System		
Version	2024-2028 Draft Budget	2024	

Gallery

2028:





City of Kenora
Capital Projects

Project	27-431-004 DTR Matheson First St S Watermain Renewal		
Department	Waterworks		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
<p>The Downtown Revitalization (DTR) project involves the replacement of water infrastructure located on Matheson St S from Second St S to McClellan Ave and First St S from Matheson St S to Main St S.</p> <p>This is the next phase of Downtown Revitalization related to replace some of the oldest sanitary infrastructure in the City.</p> <p>This project is linked and coordinated with project 27-411-011 and 27-851 Infrastructure (DTR) for a complete project.</p>

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033

Funding							
400							
400 Sewer/Water	(650,000)			(650,000)			
	(650,000)			(650,000)			
Funding Total	(650,000)			(650,000)			



City of Kenora
Capital Projects

Project	24-432-002 Design and Costing of New Pump PLC Panel/Selector Switches		
Department	Standpipe & Booster		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
Design and market costing for replacement of the Programable Logic Controller (PLC) panel, and selector switches for the Norman Booster Station. The new PLC panel and switches will allow operations to switch pumps remotely, reducing the need for staff to be on site to perform process changes or deal with alarms.
Functionality of this station needs to be upgraded to allow communication to the City's Supervisory Control And Data Aquisition (SCADA) control software, allowing for enhanced operational control, process monitoring, and modernization of the City's operations.

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(30,000)	(30,000)					
	(30,000)	(30,000)					
Funding Total	(30,000)	(30,000)					



City of Kenora
Capital Projects

Project	24-432-01 Upgrading Brinkman and Crawford Water Dispensers		
Department	Standpipe & Booster		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
Upgrading the Crawford and Brinkman bulk water filling stations. Upgrading and recapitalization of filling station equipment that has be in service for several years and will be becoming redundant and problematic.

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	80,000	80,000					
Funding							
400							
400 Sewer/Water	(80,000)	(80,000)					
	(80,000)	(80,000)					
Funding Total	(80,000)	(80,000)					



City of Kenora
Capital Projects

Project	23-433-001 Door Replacement and Repair				
Department	Water Treatment Plant				
Version	2024-2028	Year	2024		

Description
PROJECT DESCRIPTION
Window and door corrective measures at the Water Treatment Plant. Replace several windows and two doors on the upper floor, repair multiple entrance doors to prevent leakage and promote proper building security
During the roof replacement in 2020 a number of deficiencies were discovered including damaged seals on the glazing, a missing door to access the roof top filters, damaged door on other side of building to access roof top exhaust fans, damaged weather stripping and building envelope issues.
Service Impact: Impact to the operators will be negligible as work will be outside of their normal work area.
Schedule: Work will be completed during the fall of 2024

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(100,000)	(100,000)					
	(100,000)	(100,000)					
Funding Total	(100,000)	(100,000)					



City of Kenora
Capital Projects

Project	23-433-001 Door Replacement and Repair		
Department	Water Treatment Plant		
Version	2024-2028	Year	2024

Gallery





City of Kenora
Capital Projects

Project	23-433-01 Pump Replacement		
Department	Water Treatment Plant		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
<p>The Water Treatment Plant has 6 pumps in the lower level that take in and pump out water into the distribution system. The low lift pumps bring water into the plant to be treated, and the high lift pumps convey water out to the distribution system.</p> <p>This project consists of the replacement of the plant's high lift and low lift pumps as part of a 5 year 2023 to 2027 change out of the 6 pumps.</p> <p>All high lift and low lift pumps at the Water Treatment Plant are original and over 40 years old and beyond their life cycle. The high lift pumps have leaks which are difficult to repair due to age and condition of seals. The low lift pumps have experienced a drop in operational efficiency over time, and have similar issues with leakage.</p>

Budget
Total202420252026202720282029-2033

Funding						
400						
400 Sewer/Water	(400,000)	(100,000)	(100,000)	(100,000)	(100,000)	
	(400,000)	(100,000)	(100,000)	(100,000)	(100,000)	
Funding Total	(400,000)	(100,000)	(100,000)	(100,000)	(100,000)	



City of Kenora
Capital Projects

Project	24-433-001 Kitchen and Lab area upgrades at Water Treatment Plant		
Department	Water Treatment Plant		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
<p>This project is to install new cabinets, sinks, lighting and flooring in the kitchen / lab area of the Water Treatment Plant.</p> <p>Kitchen and Lab areas are 35+ years old. The area is worn and difficult to disinfect and cleanup.</p> <p>Minor impact to staff during renovations so alternative testing area will be considered short term.</p>

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Sewer/Water	(35,000)	(35,000)					
	(35,000)	(35,000)					
Funding Total	(35,000)	(35,000)					



City of Kenora
Capital Projects

Project	24-448-001 Replacement Transfer Station 40yds Bins		
Department	Transfer Facility		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
The Transfer Station uses 40yd bins to transport Construction and Demolition waste to the Landfill. 3 bins require replacement in each 2024, 2027 and 2030.

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Solid Waste Reserve	(145,000)	(45,000)			(50,000)		(50,000)
	(145,000)	(45,000)			(50,000)		(50,000)
Funding Total	(145,000)	(45,000)			(50,000)		(50,000)



City of Kenora
Capital Projects

Project	24-450-001 New landfill consulting services		
Department	Jones Road Landfill		
Version	2024-2028	Year	2024

Description
PROJECT DESCRIPTION
<p>The Kenora Area Landfill has an approximate remaining lifespan of 20 years. A New Landfill will require development to serve the region beyond this timeline. The new landfill will be an engineered landfill with a leachate collection system as well as a gas management system.</p> <p>The City plans to engage a consultant in 2024 to develop an RFP for consulting services to support the application, approval, design and construction of the new landfill. The RFPs received through this process will support the budget development in future years.</p>

Budget							
	Total	2024	2025	2026	2027	2028	2029-2033
Funding							
400							
400 Solid Waste Reserve	(35,000)	(35,000)					
	(35,000)	(35,000)					
Funding Total	(35,000)	(35,000)					



City of Kenora
Capital Projects

Project	23-453-01 Solid Waste Vehicles and Equipment					
Department	SW Vehicles & Equip					
Version	2024-2028	Year	2024			

Description

PROJECT DESCRIPTION

This allocated budget pertains to the vehicle fleet dedicated to supporting solid waste operations, spanning across the Transfer Station, Kenora Area Landfill, and Curbside/Community collection services. It's noteworthy that vehicles and equipment engaged in solid waste management consistently log substantial mileage and operational hours when compared with their counterparts in other departments. This heightened activity is attributed to the Landfill and Transfer Station's seven-day-a-week operations.

This volume of utilization eventually leads these vehicles reaching a critical juncture where the maintenance expenditures and reliability tilts unfavorably in comparison to the option of replacement.

2024 - Solid Waste - Landfill Packer
2025 - Solid Waste - Two - Half Ton Pickup Trucks
2026 - Solid Waste - Tandem Roll Off Truck
2027 - Solid Waste - Co-Mingle Curbside Truck
2028 - Solid Waste - Rubber Tire Loader

Budget

Total	2024	2025	2026	2027	2028	2029-2033
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Funding

400							
400 Solid Waste Reserve	(3,879,500)	(665,000)	(135,000)	(400,000)	(191,500)	(393,000)	(2,095,000)
	(3,879,500)	(665,000)	(135,000)	(400,000)	(191,500)	(393,000)	(2,095,000)
<i>Funding Total</i>	(3,879,500)	(665,000)	(135,000)	(400,000)	(191,500)	(393,000)	(2,095,000)

APPENDICES



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Summary of Long Term Debt - Principle and Interest Payments

	2023		2024	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
Fire Hall	290,576	27,604	295,777	22,403
Discovery Centre	78,637	3,581	79,800	2,419
Pavilion	56,032	3,977	56,984	3,024
Hwy 17 East & West	123,671	22,935	126,219	20,388
KMA 2015	76,759	17,034	78,404	15,389
KMA Roofing	17,632	4,620	18,024	4,228
Aerial Truck*	82,403	1,123	-	-
Street Lighting*	111,881	1,505	-	-
Tanker Truck	-	-	12,343	13,500
Railway St Phase 3	-	-	7,964	8,711
Boat Launch	-	-	21,463	23,475
Downtown Revitalization	145,833	30,724	149,191	29,849
Tax Supported	983,424	113,103	846,168	143,385
Sewer - Downtown Revitalization	17,262	13,944	17,659	13,547
Water - Downtown Revitalization	20,774	16,781	21,252	16,303
Water - Generator Replacement	72,056	24,781	74,128	22,620
Utilities Debt	110,092	55,506	113,040	52,469
Total Debt	1,093,516	168,609	959,208	195,854

* Repayment is complete in 2023

Annual Repayment Limit (ARL) is provided by the Ministry of Municipal Affairs and Housing under the Ontario Regulation 403/02. The amount is calculated based on the Financial Information Return (FIR). The ARL is \$12,302,719 and is calculated at 25% of Net Revenues as per the 2021 FIR.

City of Kenora
Schedule of Reserve Funds
2024

	2024		2024 Commitments		2024
	Opening Reserve Balance*	Transfers To Reserves	Transfers From Reserves	Capital Fund - Transfers from Reserves	Closing Reserve Balance 2024
GENERAL GOVERNMENT					
Special Purpose	446,241	50,000	-	(35,000)	461,241
Fiscal Stabilization	9,164,899	100,000	(585,436)	(325,000)	8,354,463
Capital IT	52,281	80,000	-	(20,000)	112,281
Capital Facility	79,135	113,712	-	(50,000)	142,847
	9,742,556	343,712	(585,436)	(430,000)	9,070,832
PROTECTION					
Capital Fire	629,385	1,108,659	(403,025)	(450,000)	885,019
TRANSPORTATION SERVICES					
Special Purpose	1,083,024	100,000	(100,000)	(80,500)	1,002,524
Capital Roads	692,233	-	-	(55,000)	637,233
Capital Parking	1,621,267	-	(20,000)	(143,000)	1,458,267
Capital Fleet	1,080,759	663,000	-	(937,200)	806,559
Capital Facility	65,694	25,000	-	-	90,694
Capital-Parking Meters	8,740	-	-	-	8,740
	4,551,716	788,000	(120,000)	(1,215,700)	4,004,016
ENVIRONMENTAL SERVICES					
Capital Storm Sewers	209,303	-	-	(180,000)	29,303
ENVIRONMENTAL / RECYCLING					
Capital Recycling	60,000	-	-	(25,000)	35,000
HEALTH SERVICES					
Capital Cemetery	224,620	79,470	-	-	304,090
RECREATION & CULTURAL					
Capital Parking	66,272	-	-	-	66,272
Special Purpose Museum	416,945	-	-	-	416,945
Special Purpose Library	71,756	37,500	(10,000)	-	99,256
Capital Facility	572,080	252,000	-	(205,000)	619,080
Special Purpose Arts Centre	62,140	-	-	(25,000)	37,140
Special Purpose - Parks	58,758	-	-	-	58,758
	1,247,952	289,500	(10,000)	(230,000)	1,297,452
PLANNING & DEVELOPMENT					
Future Land Dev	3,391,879	-	(375,000)	-	3,016,879
Special Purpose	366,748	-	(928)	(100,000)	265,820
Capital Facility	4,057	-	-	-	4,057
Special Purpose-Brand	4,300	-	-	-	4,300
	3,766,984	-	(375,928)	(100,000)	3,291,056
OPERATING RESERVES	20,427,334	2,609,341	(1,494,389)	(2,630,700)	18,916,769
ENVIRONMENTAL / WATER AND WASTEWATER					
Water and Wastewater	4,086,893	2,638,177	-	(4,896,125)	1,828,945
ENVIRONMENTAL / SOLID WASTE					
Solid Waste	3,089,779	653,993	(111,000)	(795,000)	2,837,772
UTILITY RESERVES	7,176,673	3,292,170	(111,000)	(5,691,125)	4,666,718



Glossary of Municipal Terms

Budget

An estimate of income (revenue) and expenditures (money spent) for a set period. Municipal budgets are crucial for planning and managing community resources.

Bylaw

A law passed and enforced by a local authority in accordance with the powers given to that authority. Municipal governments have the power to create bylaws to manage local issues.

Bylaw Enforcement Officers

Municipal employees who enforce the bylaws of the municipality. They ensure compliance with local laws and regulations.

Council

The elected body that governs a municipality. It typically consists of a mayor and councillors who make decisions on local issues.

Development Permit

A document that authorizes a specific type of development or land use. It ensures that the proposed development complies with municipal bylaws.

Fiscal Year

A 12-month period used for budgeting and financial reporting. Municipalities often follow a fiscal year that aligns with the calendar year.

Grant

Financial assistance provided by higher levels of government to municipalities. Grants help fund various local projects and services.

Infrastructure

The physical structures and facilities needed for the operation of a municipality. This includes roads, bridges, water supply, and sewage systems.

Municipal Act

Legislation that outlines the powers and responsibilities of municipalities. Each province in Canada has its own Municipal Act.

Tax Levy

The amount of money a municipality collects from property taxes. The tax levy funds municipal services and infrastructure.

Zoning

The process of dividing land into zones for different uses. Zoning regulations control the type and intensity of development in each zone.