



# MOVING INTO ACTION

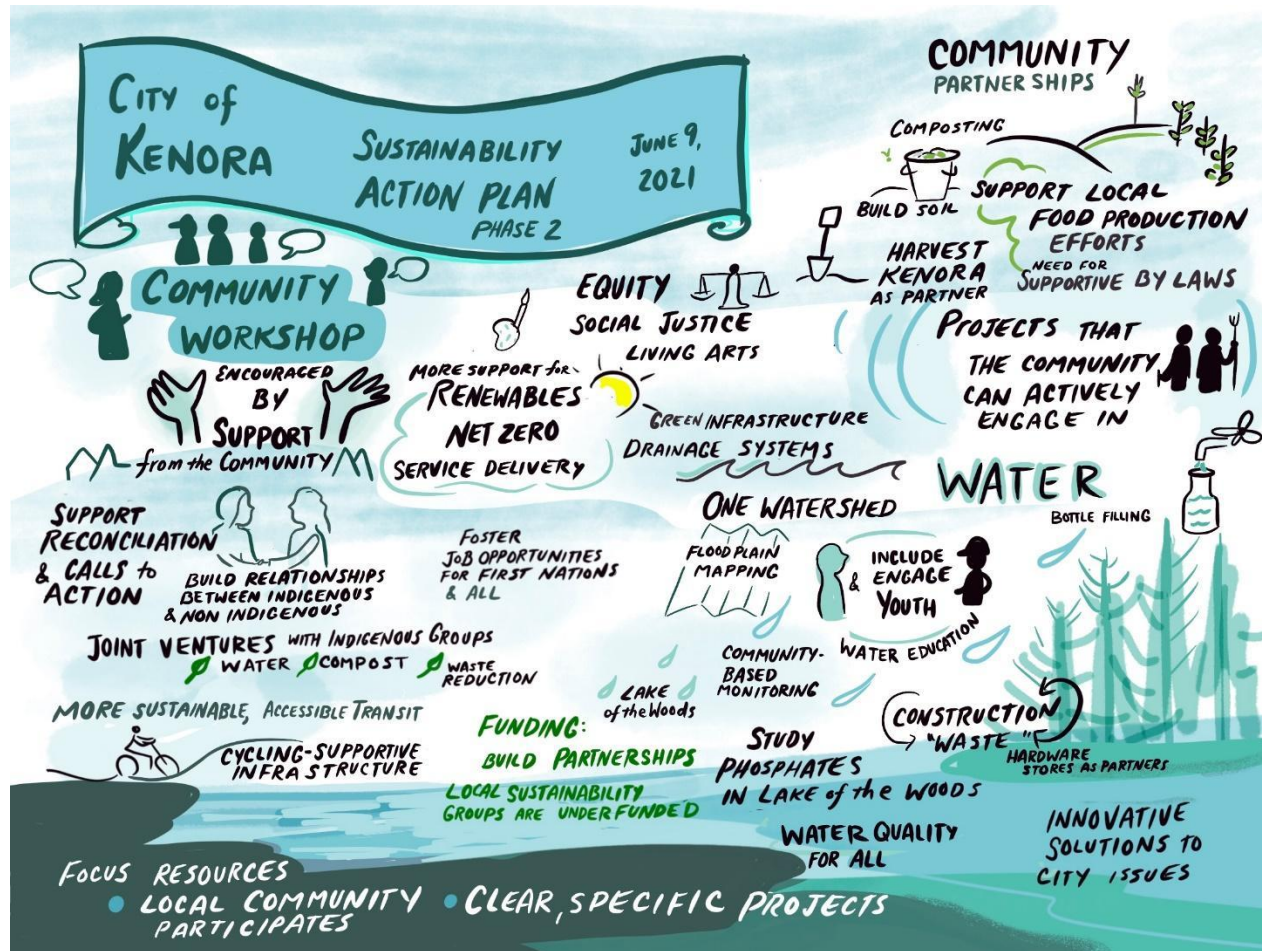
Phase 2 Summary Report to Support the Development of a  
Sustainability Action Plan for the City of Kenora



in collaboration  
with



September 26, 2021



Cover Image Credit: City of Kenora Five Year Tourism Strategy, 2014, cover

This Page Image Credit: City of Kenora Phase 2 Community Workshop Graphic Recording, Patricia Kambitsch, June 2021

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# TREATY 3 LAND ACKNOWLEDGEMENT



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

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

To support stewardship of the land, the City recognizes the importance of a strong relationship with our Treaty #3 partners.

The City of Kenora also acknowledges that our economy greatly benefits from the Anishinaabe and Métis that live in and around the City.

# INTRODUCTION



*Downtown Kenora (Credit: Wikipedia 2021)*

The City of Kenora is committed to increasing local sustainability and building community resilience to climate change.

Development of Kenora's first Sustainability Action Plan (which is co-funded by the City of Kenora and the Federation of Canadian Municipalities (FCM) Green Municipal Fund) is intended to build on existing directions and commitments to sustainability. The Plan is to include projects that will help Kenora and its partners build local resilience to climate change while also enhancing local sustainability.

The Plan is intended to be community-based, action-oriented and provide the overarching guidance for a suite of projects that are: transformational, practical, able to deliver multiple benefits (i.e., environmental, social and economic) and achievable with existing or accessible resources.

The City of Kenora's Sustainability Action Plan is being developed in consultation with City staff, the Sustainability Advisory Committee (SAC), the community and local Indigenous partners through a three-phased process.

This report summarizes the outcomes of the Phase 2 engagement and research, and also shares the process by which projects were identified and refined as a basis for moving into Phase 3 of the project process.

## Project Phasing

The Plan is being developed in three phases (see Figure 1).

- Phase 1: The project team worked collaboratively with the City, SAC and community to get input on sustainability-related priorities and ideas (see the Phase 1 Report).
- Phase 2: Focused on selecting and confirming the projects for inclusion in the Plan (as documented in this report).
- Phase 3: Will focus on developing an implementation plan for the selected projects with identified partners.

This report focuses on the process and outcomes of Phase 2 and includes:

- The project goal, objectives and principles
- An overview of the process for selecting projects for inclusion in the Sustainability Action Plan, and
- The suite of projects selected for implementation, including relevant best practices and / or precedents for each from other jurisdictions.



Figure 1. Overview of the Sustainability Action Plan project process

# PROJECT GOAL, OBJECTIVES & PRINCIPLES

The following goal, objectives and principles were identified for this project based on the research and engagement undertaken during Phase 1. These were presented and confirmed through the Phase 2 process.



Figure 2. Graphic of Just Sustainability (as per Dr. Julian Agyeman)

## Project Goal

Identify and implement a suite of projects that, over the next decade, will contribute to a better quality of life for the community in Kenora by building the resilience of the local ecological and economic systems that sustain it.

## Project Objectives

1. Develop and implement the Plan with input from the Sustainability Advisory Committee (SAC) and support from champions, stakeholders and partners identified through the project development process.
2. Include projects that will make meaningful contributions to building local resilience to climate change while also enhancing local sustainability.
3. Prioritize projects that are transformational and able to deliver co-benefits while also being achievable within the constraints of existing or readily available resources.

## Project Principles

The following principles have been identified to guide the selection of projects and execution of the Plan.

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



# PHASE 2 ENGAGEMENT



Kenora (Credit: Country Home Realty 2021)

The Sustainability Action Plan is being developed with input from City staff, the Sustainability Advisory Committee (SAC), the community and local Indigenous partners. Details of the SAC mandate and composition are provided in the *Phase 1 As We Heard It* report for this project.

For Phase 2 of this project, the SAC was engaged through a workshop held virtually on June 7, 2021 and the community was engaged through a virtual workshop (June 9, 2021), an online survey (posted from June 10 to June 25, 2021), and via the City's website and social media.

## Engaging Local Indigenous Partners

In the beginning stages of this initiative, the City created two positions on the SAC for local Indigenous representation and reached out to the Grand Council Treaty Three (GCT3) Nation, the Kenora Chiefs Advisory (KCA), the three surrounding First Nations' Chief and Council, and the Métis Nation of Ontario informing them of and inviting them to participate in the project.

Due to the pandemic and other pre-existing priorities, there was some delay. However, a GCT3 representative has now joined the SAC and it is hoped that the second position can also be filled and that meaningful engagement with the local Indigenous communities about project implementation can be undertaken through Phase 3 of the project.

## Phase 2 Engagement Outcomes

### *Sustainability Advisory Committee Feedback*

The workshop with the SAC was well-attended (10 of 14 members) and the participants shared constructive feedback, insights and suggestions related to the short list of potential projects for the Sustainability Action Plan (SAP).

The SAC was pleased with the identified project goal, objectives and principles, and also generally supportive of the suite of potential projects with an overall level of 82% support recorded at the workshop.

Relative support for the ability of each project to advance sustainability in Kenora was gaged through feedback collected during the workshop and ranged from 67% for Project 5 to 93% for Project 9. Some of the specific ideas and notable feedback provided are summarized in Table 1.

The SAC also suggested:

- the addition of a project related to installation of additional water bottle filling stations (added as Project 6)
- additional consideration for safer bicycle transit, and
- the need to acknowledge housing issues (i.e., in particular the shortage of affordable housing) in the community, even if this project is not the appropriate mechanism to address this persistent issue in the City.

**Table 1. Select comments related the specific potential projects captured through the Phase 2 engagement process**

PROJECT CONSIDERED	SELECTED FEEDBACK FROM THE SUSTAINABILITY ADVISORY COMMITTEE (SAC) WORKSHOP	SELECTED FEEDBACK FROM THE COMMUNITY WORKSHOP AND SURVEY
1. Undertake a watershed management planning project for the City of Kenora that includes floodplain mapping and community-based monitoring.	Watershed monitoring work is important but this project would need to be scoped in relation to the City.	Managing water quality is extremely important to human and animal health, the economic welfare of the region, and to Indigenous rights and cultural practices, but clarification of the scope and purpose of this project is needed.
2. Develop and implement a creative outreach program targeting residents and tourists to educate them about actions they can take to sustain local water quality.	Although some of this work is already being done, it could benefit from enhanced implementation.	The health of the Lake of the Woods and other water sources is paramount. But isn't this already being done? Should we not focus efforts on something more directly related to the local residents?
3. Develop and implement a program that supports local food production including community gardens and local "food forests.	Harvest Kenora and Compost Kenora are two very active local groups well-suited to leading projects related to local food production and composting.	Encourage people to grow and harvest their own food, education in this regard would be helpful. Incorporating community involvement to promote resilience will be essential and a great way to ensure longevity of the projects.
4. Develop and implement a backyard composting program and a local compost (organic waste) pick up and processing program.		
5. Develop a program to coordinate construction "waste" re-use, exchange and / or resale locally.	There are precedents for construction waste recycling and may be of interest from the local construction association given steeply rising costs for materials.	Re-use is an important part of sustainability. This could create some local jobs. Perhaps local hardware stores could provide a venue for construction material resale.



**Table 1. Select comments related the specific potential projects captured through the Phase 2 engagement process (cont'd)**

PROJECT CONSIDERED	SELECTED FEEDBACK FROM THE SUSTAINABILITY ADVISORY COMMITTEE (SAC) WORKSHOP	SELECTED FEEDBACK FROM THE COMMUNITY WORKSHOP AND SURVEY
6. Confirm locations for and implement installation and maintenance of water bottle filling stations for the community in Kenora.	<i>[This project was added in response to being recommended by the SAC]</i>	Excellent idea and helps with the vulnerable in the community. This program should also include accessible public washrooms that are well maintained.
7. Develop a program to connect Indigenous and non-Indigenous people with each other and with nature.	A project focused on reconciliation should be foundational to the SAP and not focussed on youth but target all generations.	This project is very vague. Any project no matter how small will be of benefit. It could just be gatherings to celebrate the community we share. Needs to be Indigenous led.
8. Identify and implement tools to support municipal water and wastewater infrastructure renewal with consideration for climate change.	It is crucial invest in infrastructure renewal to reduce risks related to climate change; but support should come from government, not by adding burden to taxpayers.	Our breakout group had trouble identifying whether the intent of this recommended project was to address climate change or water purity. The intent should be clarified.
9. Incorporate green infrastructure into the City's asset management process, including an inventory and valuation of municipal natural assets.	Some data related to the City's trees has been collected through the Harbourtown beautification project.	Rather than an "inventory", I'd like to see Kenora actively obtaining more land for trails and greenspace.
10. Develop emissions targets and an accountability framework for Kenora.	Targets are needed for both the City and the community. Energy audits can be a useful source of data for informing targets.	The City should have incorporated goals in its energy plan but did not. It is time to do so. It takes some courage. Let us do it. What emissions are we talking about?
11. Develop a program to support deep retrofits to existing housing to improve energy efficiency (after an analysis of the housing stock), including community housing and municipal buildings.	Do not limit energy retrofit subsidies to "low income" community members – seek to empower and support all interested community members.	If Kenora wants to meet energy reduction goals it must provide incentives for retrofitting. Relying on other levels of government would be Kenora's general way of doing business.
12. Support net-zero emission renewable energy systems in areas / communities in Kenora.	Some zero emissions work is already underway at Lakeside community. Including multiple sources of energy (solar, hydro, wind). Local energy storage is the way to go.	Federation of Canadian Municipalities money is available for new builds and retrofits. Kenora should mandate that all municipal, commercial and industrial buildings - new and old - be built or retrofitted to a net-zero standard.
13. Design and implement a demonstration project to showcase delivery of renewables.	Central Park could be a good candidate and Federal green building funding may be available.	A demonstration project would be a good start. But we need to go further. Not sure of the value of investing in a demo.
14. Develop and implement a program to support and expand small-scale mobility options including electric options.	The City's Accessibility Committee should be brought into discussions of mobility options.	Improved "affordable" transportation is definitely needed in our community.

\* Projects 11, 12 and 13 will require development of emissions targets and an energy accountability framework for Kenora (Project 10) for their effective implementation.

## Community Feedback

The workshop with the community engaged almost 30 participants who were asked to indicate their level of support for each of the 14 potential projects and then provide more specific feedback in small groups. Overall levels of support for the various projects expressed at the workshop with the lowest level of support (62%) for Project 8 – tools for water infrastructure renewal - and the highest level of support (94%) for Project 4 – implementing a composting program. Average levels of support for each project are shown in Figure 3.

The survey also solicited feedback on the 14 potential projects. A total of 78 responses were submitted and again, broad support for all of the potential projects indicated (see Figure 4) with average support for each project ranging from 75% to 85%.

In response to the question about any potential projects that had been overlooked, some respondents did not identify any. The two gaps noted most frequently in the written and verbal feedback were:

- the need for more / better urban greenspaces and
- the need infrastructure to support for cycling and other forms of non-motorized transit.

*“Sustaining the Lake as a resource and combating climate change are inter-related and cannot be compartmentalized.”*

## LEVELS OF SUPPORT RECORDED "LIVE" AT THE COMMUNITY WORKSHOP

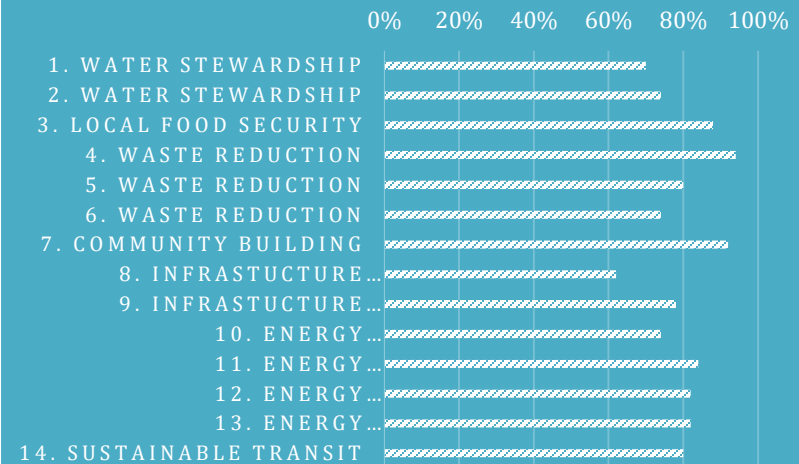


Figure 3. Feedback collected during the Community Workshop, June 2021

Other notable suggestions included the need to:

- more clearly link sustainability with climate change adaptation
- better integrate Indigenous values in all aspects of the Plan
- focus on shoreline protection and naturalization
- place emphasis on water quality objectives
- use Central Park as a location to showcase multiple sustainability initiatives, and
- track the progress of this Plan.

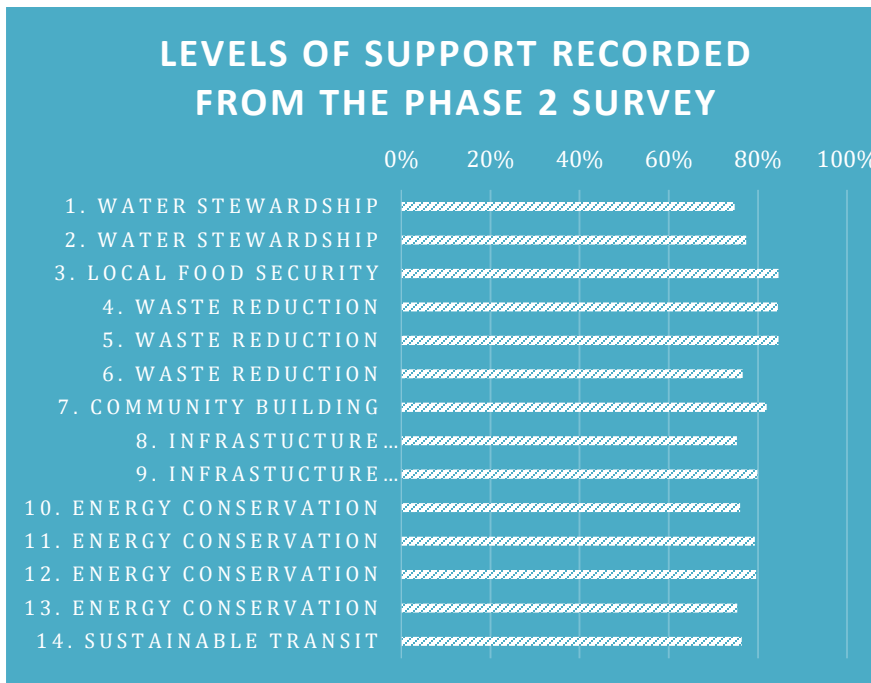


Figure 4. Feedback collected from the Phase 2 on-line survey, June 2021

More than half (53%) of the survey respondents indicated their willingness to help lead or support one or more potential projects, with the following organizations identified:

- Regenerate Solar
- Harvest Kenora
- Compost Club
- CounterPoint - Where Everyone Counts
- Kenora Hospitality Alliance
- Kenora Airport Authority
- Lake of the Woods District Stewardship Association
- Kenora Moving Forward



# SUSTAINABILITY PROJECTS

The projects in Table 2 are proposed as the suite of projects that will form the basis of Kenora's first Sustainability Action Plan. These projects are presented with a clear rationale, objective(s) and example(s) of relevant precedents and best practices to guide implementation. These projects carry forward the ideas and directions that were presented and generally supported through the Phase 2 engagement, and include some additions and refinements based on the feedback received and input from the City.

Several project ideas identified through the engagement process and considered potentially suitable for a Sustainability Action Plan were considered but were ultimately not selected for inclusion in this Plan because they are being, or will be, implemented through other ongoing initiatives in the City. Notable examples include:

- Enhancing greenspaces in the downtown core, which was identified as a priority among participants in the Phase 2 engagement, is being implemented through Harbourfront Revitalization, the Harbourtown Beautification and the Community Plaza projects.
- The need for improved cycling infrastructure across the City was identified by various participants. Opportunities for improving trail connectivity are being explored through the Parks and Trails Master Plan. It is anticipated that some recommendations related to cycling will emerge from this project in 2021 or 2022.

The projects listed in Table 2 are supported in principle by the City and being considered for implementation through this first Sustainability Action Plan for Kenora. The City has already indicated a willingness to lead several of them and tentative leads for other projects have been identified based on the engagement to date.

The projects (Table 2) have been organized into the four following Sustainability Themes:

THEME 1: Energy Conservation

THEME 2: Green Infrastructure & Sustainable Transit

THEME 3: Local Food Production & Waste Reduction

THEME 4: Water Stewardship & Reconciliation

It is expected that the components of these projects will be refined through the Phase 3 engagement process. Phase 3 of the project will focus on confirming the project leads while also identifying partners and funding opportunities suitable for each project, and key actions for moving forward.

Ultimately, the successful implementation of any of these projects will be contingent on the commitment of the project champion(s) and their ability to secure and manage the available funding and resources to achieve the identified project goal(s).

**Table 2. Sustainability projects proposed for Kenora’s first Sustainability Action Plan**

PROJECT	RATIONALE	GOAL(S)	PRECEDENT AND / OR BEST PRACTICE EXAMPLES
<b>SUSTAINABILITY THEME 1: ENERGY CONSERVATION</b>			
<p><b>1. Develop a climate change action plan for Kenora, including emissions reduction targets and accountability mechanisms.</b></p>	<p>Climate change is well underway and already having significant impacts on communities around the world, including northern communities like Kenora. Immediate and impactful action is needed to try and pre-empt further, irreversible changes. Actions that reduce GHG emissions will directly reduce Kenora’s contributions to global warming and the resulting affects of climate change. A comprehensive GHG inventory provides a basis for both local emission reduction targets and accountability.</p>	<ul style="list-style-type: none"> <li>• Update the City's existing Municipal Energy Plan to include (a) a baseline corporate and community GHG inventory, (b) energy and GHG emission reduction targets, and (c) mechanisms for accountability</li> <li>• Have a Plan that includes an inventory, targets and accountability mechanisms for both corporate (i.e., municipality) and community (i.e., outside the municipality’s jurisdiction) activities</li> </ul>	<ul style="list-style-type: none"> <li>• City of Vancouver</li> <li>• City of Victoria</li> <li>• City of Edmonton</li> </ul>
<b>SUSTAINABILITY THEME 1: ENERGY CONSERVATION</b>			
<p><b>2. Develop and implement a program to facilitate energy conservation retrofits for existing and new buildings.</b></p>	<p>Buildings emissions account for 69% of Kenora’s community GHG emissions. To effectively reduce GHG emissions, energy efficiency will need to be improved in existing and new buildings. Alternative and efficient technologies exist for providing electricity and heating requirements to buildings, but there are up front financial costs associated with incorporating these technologies. However, there are several government programs in place to support energy efficient upgrades and construction.</p>	<ul style="list-style-type: none"> <li>• Increase the number of buildings in Kenora that undergo deep retrofits to improve energy efficiency</li> <li>• Build a stock of Net Zero buildings in Kenora, and start to work towards Net Zero Communities</li> </ul>	<ul style="list-style-type: none"> <li>• City of Edmonton</li> <li>• City of Fredericton</li> <li>• City of Victoria</li> </ul>

**Table 2. Sustainability projects proposed for Kenora’s first Sustainability Action Plan (cont’d)**

PROJECT	RATIONALE	GOAL(S)	PRECEDENT AND / OR BEST PRACTICE EXAMPLES
<b>SUSTAINABILITY THEME 1: ENERGY CONSERVATION</b>			
<p><b>3. Design and implement public demonstration projects to showcase delivery of renewable energy in Kenora.</b></p>	<p>By showcasing various effective options for implementing renewables in publicly accessible spaces, the City can incentivize others in the community to reduce their energy-related emissions. This will show the City leading by example and can remove perceived issues related to the local feasibility of these tools and technologies.</p>	<ul style="list-style-type: none"> <li>• To demonstrate the implementation of multiple renewable and energy efficient alternatives that are feasible for Kenora in one or more publicly accessible places</li> <li>• To incentivize private homeowners and builders to integrate energy efficient alternatives into their existing buildings and new construction</li> </ul>	<ul style="list-style-type: none"> <li>• BOMA - 2030 Greater Victoria Resiliency District <a href="https://www.boma.bc.ca/green-buildings/2030-greater-victoria-resiliency-district/">https://www.boma.bc.ca/green-buildings/2030-greater-victoria-resiliency-district/</a></li> <li>• Renewables in Remote Communities <a href="https://www.pembina.org/renewables-remote">https://www.pembina.org/renewables-remote</a></li> </ul>
<b>SUSTAINABILITY THEME 2: GREEN INFRASTRUCTURE &amp; SUSTAINABLE TRANSIT</b>			
<p><b>4. Identify tools and funding for storm water infrastructure renewal in a changing climate.</b></p>	<p>Stormwater systems in the City were initially designed to withstand maximum rainfall estimated to occur based on historical records and on a shorter average time frame, and many are due for upgrades or replacement. Severe storm and flooding events are increasing in frequency, increasing the risk of damages to the existing infrastructure. Significant funding is required for stormwater upgrades in the City.</p> <p>This project would identify tools that the City could use to help fund infrastructure renewal and manage flood risks in a changing climate.</p>	<ul style="list-style-type: none"> <li>• Develop a framework and mechanisms to fund and undertake infrastructure renewal in the City</li> <li>• Consider both grey infrastructure and green infrastructure options for a cost-effective, long-term solution appropriate and feasible for Kenora</li> </ul>	<ul style="list-style-type: none"> <li>• City of Calgary, AB</li> <li>• City of Vancouver, BC</li> <li>• Metro Vancouver, BC</li> <li>• Region of Waterloo, ON</li> <li>• City of Mississauga, ON</li> <li>• City of Guelph, ON</li> </ul>



**Table 2. Sustainability projects proposed for Kenora’s first Sustainability Action Plan (cont’d)**

PROJECT	RATIONALE	GOAL(S)	PRECEDENT AND / OR BEST PRACTICE EXAMPLES
<b>SUSTAINABILITY THEME 2: GREEN INFRASTRUCTURE &amp; SUSTAINABLE TRANSIT</b>			
<p>5. <b>Incorporate green infrastructure into the City’s asset management process.</b></p>	<p>Municipalities across Ontario are now required to consider and account for green infrastructure in their asset management systems by July 2025. Doing so also provides opportunities to leverage and account the services that are already or could be provided by natural assets under City ownership.</p>	<p>Recognize the value of municipal green infrastructure and commit to investing in its maintenance, management and monitoring by completing an inventory of City-owned green infrastructure assets, and integrating these assets into the broader municipal asset planning and management framework.</p>	<ul style="list-style-type: none"> <li>• Town of Gibsons, BC</li> <li>• City of London, ON</li> <li>• Region of York, ON</li> </ul>
<b>SUSTAINABILITY THEME 2: GREEN INFRASTRUCTURE &amp; SUSTAINABLE TRANSIT</b>			
<p>6. <b>Develop and implement a program to support and expand small-scale mobility options, including electric options.</b></p>	<p>Kenora is a relatively large city (geographically) with a relatively small population community where most people drive, but where some segments (e.g., youth, elderly, low income) are not able to afford vehicles and do not currently have access to affordable alternatives. Micro-transit options are increasingly being touted as more cost-effective, more responsive to ridership needs, and more energy efficient than conventional public transit systems, particularly in rural areas and communities with smaller populations.</p>	<ul style="list-style-type: none"> <li>• Research and identify options for affordable, energy efficient, small-scale transit that are feasible for Kenora and meet the requirements of those most in need.</li> <li>• Implement the program, potentially on a pilot basis at first.</li> </ul>	<ul style="list-style-type: none"> <li>• Region of Durham On-Demand Transit Zones <a href="https://www.tvo.org/article/why-durham-region-is-going-the-microtransit-route-during-the-pandemic">https://www.tvo.org/article/why-durham-region-is-going-the-microtransit-route-during-the-pandemic</a></li> <li>• American Public Transportation Association - Microtransit <a href="https://www.apta.com/research-technical-resources/mobility-innovation-hub/microtransit/">https://www.apta.com/research-technical-resources/mobility-innovation-hub/microtransit/</a></li> <li>• Shared Use Mobility Center <a href="https://learn.sharedusemobilitycenter.org/learning_module/microtransit/">https://learn.sharedusemobilitycenter.org/learning_module/microtransit/</a></li> </ul>

**Table 2. Sustainability projects proposed for Kenora’s first Sustainability Action Plan (cont’d)**

PROJECT	RATIONALE	GOAL(S)	PRECEDENT AND / OR BEST PRACTICE EXAMPLES
<b>SUSTAINABILITY THEME 3: LOCAL FOOD PRODUCTION &amp; WASTE REDUCTION</b>			
<p><b>7. Expand local micro-farming, food collection and community gardening.</b></p>	<p>Fresh produce can be difficult to find and expensive in northern communities, often coming from many kilometers away. Producing food locally that is also consumed locally is an energy-efficient activity that provides a cost-effective source of healthy produce and can support local job creation while also building community and local food security.</p>	<ul style="list-style-type: none"> <li>• Have various locally grown foods available year-round by expanding local food production, collection and preservation capacity</li> <li>• Work with partners (including Indigenous partners) to expand local capacity through a combination of indoor (e.g., greenhouse) and outdoor micro-farming, and sustainable collection of wild foods in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Harvest Kenora Collective <a href="https://www.harvestkenora.ca">https://www.harvestkenora.ca</a></li> <li>• <a href="https://ontario.coop/cloverbelt-local-food-co-operative">https://ontario.coop/cloverbelt-local-food-co-operative</a></li> <li>• Sustainable South Osborne, Winnipeg <a href="https://www.sustainablesouthosborne.ca">https://www.sustainablesouthosborne.ca</a></li> <li>• Fresh Roots urban gardens and school partnerships <a href="https://www.freshroots.ca">https://www.freshroots.ca</a></li> </ul>
<b>SUSTAINABILITY THEME 3: LOCAL FOOD PRODUCTION &amp; WASTE REDUCTION</b>			
<p><b>8. Expand local household composting initiatives to reduce waste.</b></p>	<p>The concept of a circular economy - which is fundamentally sustainable - asserts there is no such thing as “waste”, only used resources to be recovered, re-used and recycled in different ways.</p>	<p>Reduce food waste going to landfill in Kenora by conducting a pilot and, if successful, fully implementing a long-term program.</p>	<ul style="list-style-type: none"> <li>• Township of Algonquin Highlands, Ontario</li> <li>• South Glengarry, Ontario</li> <li>• Municipality of Trent Lakes, Ontario</li> </ul>
<p><b>9. Implement a community composting program to reduce waste and build local soil production capacity.</b></p>	<p>Costs have risen and availability has declined for good quality soil, while tons of food waste continue to go to landfill. Composting food waste locally reduces the demand on landfill while creating a local source of quality soil, moving Kenora to a more circular economy.</p>	<p>Reduce food waste going to landfill in Kenora by completing a community composting feasibility study, undertaking a pilot project and implementing a City-wide program based on lessons learned from the pilot.</p>	<ul style="list-style-type: none"> <li>• Winkler (pop. 14,000) Morden (pop. 9,000) and Altona (pop. 4,200) in Manitoba all have curbside programs.</li> <li>• Compost Winnipeg operates a pay for service program for households and some commercial outlets.</li> <li>• The Town of Greater Napanee (ON) (pop. 18,000) completed a waste audit and run a pilot organic waste diversion project. (The pilot cut organics, as a percentage of all garbage, from pilot households by 29%).</li> <li>• City of Edmonton cart rollout and organics processing program includes an anaerobic digestion facility that processes up to 40,000 tonnes of organic waste annually and provides renewable energy in the form electricity and heat.</li> </ul>

**Table 2. Sustainability projects proposed for Kenora’s first Sustainability Action Plan (cont’d)**

PROJECT	RATIONALE	GOAL(S)	PRECEDENT AND / OR BEST PRACTICE EXAMPLES
<b>SUSTAINABILITY THEME 3: LOCAL FOOD PRODUCTION &amp; WASTE REDUCTION</b>			
<p><b>10. Develop and implement mechanisms for the local salvage, re-use and exchange of housing and building materials.</b></p>	<p>Usable household items and building materials are often discarded because it is easier to do so than to salvage and re-use them. The concept of a circular economy - which is fundamentally sustainable - asserts there is no such thing as “waste”, only used resources to be recovered, re-used and recycled in different ways. To address the various challenges of climate change and foster sustainable consumption, communities across the planet are shifting towards a more circular economy. This project will help move Kenora in that direction.</p>	<p>Reduce local construction waste and support cost-effective construction, renovations, retrofits and refurbishing of local housing by:</p> <ul style="list-style-type: none"> <li>• Having a program that provides for the local salvage, re-use and exchange of housing and building materials</li> <li>• Working cooperatively with local and surrounding first Nations to collect and re-use their construction “waste”</li> </ul>	<ul style="list-style-type: none"> <li>• Habitat for Humanity (Winnipeg and elsewhere)</li> <li>• Repurpia <a href="https://repurpia.com">https://repurpia.com</a></li> <li>• Sea to Sky Removal, a certified B Corp, diverts construction waste to facilitate the sale of reclaimed materials, recycling, and delivery to non-profit organizations <a href="http://www.seatoskyremoval.ca">www.seatoskyremoval.ca</a></li> </ul>
<b>SUSTAINABILITY THEME 4: WATER STEWARDSHIP &amp; RECONCILIATION</b>			
<p><b>11. Provide water bottle filling stations for the community in Kenora’s downtown.</b></p>	<p>Kenora is surrounded by freshwater lakes but this resource is not readily available to local residents and visitors. Extended heat waves in the summer, like those recently experienced in 2021 are the new normal with climate change. This project will reduce the use of plastic, while supporting community health and well-being in an accessible way.</p>	<ul style="list-style-type: none"> <li>• Expand the number of water fountain / water bottle filling stations in Kenora by installing some in the downtown area, potentially with easy access to refillable bottles</li> <li>• Prioritize locations and access for those most in need</li> </ul>	<ul style="list-style-type: none"> <li>• Build on existing water bottle filling stations in Kenora</li> <li>• City of Guelph Refillable Stations / Water Wagon</li> <li>• Region of Waterloo reusable water bottle filling locations</li> </ul>
<b>SUSTAINABILITY THEME 4: WATER STEWARDSHIP &amp; RECONCILIATION</b>			
<p><b>12. Identify and implement local pathways to reconciliation.</b></p>	<p>Advancing reconciliation is a priority for this project and for Kenora. Protecting and sustaining the local water resources is a priority of the highest order for both Indigenous and non-Indigenous people in Kenora. Water stewardship therefore provides an ideal common ground for relationship building.</p>	<ul style="list-style-type: none"> <li>• Development of a Municipal Pathway to Reconciliation Action Plan</li> <li>• Build respect and relationships among community members of all ages by teaching about the Indigenous ways of respecting and relating to the land, and each other.</li> </ul>	<ul style="list-style-type: none"> <li>• The former Common Ground Common Land initiative <a href="https://www.cgrf.ca/index.php/background-governance/common-land-common-ground/">https://www.cgrf.ca/index.php/background-governance/common-land-common-ground/</a></li> <li>• The Moccasin Identifier <a href="https://moccasinidentifier.com/">https://moccasinidentifier.com/</a></li> </ul>



PROJECT	RATIONALE	GOAL(S)	PRECEDENT AND / OR BEST PRACTICE EXAMPLES
<b>SUSTAINABILITY THEME 4: WATER STEWARDSHIP &amp; RECONCILIATION</b>			
<b>13. Develop and implement a Healthy Shorelines Program.</b>	Kenora contains and is surrounded by thousands of freshwater lakes. Sustaining the integrity of these lakes is fundamental to sustaining the community of Kenora and the surrounding communities, including Indigenous partners, who rely on these waters for drinking, fishing, tourism / recreation and exercising rights. This project will support stewardship of the shorelines, which will help sustain this resource and foster a more mindful approach to water-based activities.	Support local water stewardship and quality by: <ul style="list-style-type: none"> <li>• Developing and implementing a program to support and guide residents in creating and maintaining healthy shorelines</li> <li>• Working with local Indigenous partners to share Indigenous water-based values and implement opportunities for local Indigenous partnerships for stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Environment Council for Clear, Ston(e)y and White Lakes (Kawartha Lakes, Ontario)</li> <li>• Protection Workbook: A Self-Assessment Tool for Shoreline Property Owners (2019) <a href="https://watersheds.ca/wp-content/uploads/2019/07/Lake-Protection-Workbook.pdf">https://watersheds.ca/wp-content/uploads/2019/07/Lake-Protection-Workbook.pdf</a></li> <li>• Watershed Canada – <a href="https://watersheds.ca/our-work/resources/">https://watersheds.ca/our-work/resources/</a></li> </ul>
<b>SUSTAINABILITY THEME 4: WATER STEWARDSHIP &amp; RECONCILIATION</b>			
<b>14. Identify, monitor and manage flood risk areas in the City of Kenora.</b>	Climate change is increasing the frequency and intensity of rain events, while also causing warmer periods in the winter and related snow melt. Cumulatively, these shifts are expected to increase the risk of flood events and cause water levels to rise. Therefore, it is critical to understand which areas in the City are susceptible to such events to inform actions that can mitigate or avoid negative impacts.	<ul style="list-style-type: none"> <li>• Prepare for climate change by identifying flood-prone areas and completing a flood management plan for the City of Kenora in partnership with local and nearby First Nations, as well as provincial and federal partners.</li> <li>• Build on flood mapping work already being undertaken by local First Nations and the Grand Council Treaty 3 partners.</li> </ul>	<ul style="list-style-type: none"> <li>• City of Calgary <a href="https://maps.calgary.ca/riverflooding/">https://maps.calgary.ca/riverflooding/</a></li> <li>• City of Halifax <a href="https://cwn-rce.ca/wp-content/uploads/CWN-EN-Thistlethwaite-FloodRiskMgmt-2020-Web.pdf">https://cwn-rce.ca/wp-content/uploads/CWN-EN-Thistlethwaite-FloodRiskMgmt-2020-Web.pdf</a></li> </ul>

# NEXT STEPS

The next step for this project will be to work with the City, SAC and identified partners to develop the first Sustainability Action Plan for the City of Kenora. This Plan, as noted above, will include a suite of projects based on the list in Table 2 that will make meaningful contributions to building local resilience to climate change while also enhancing local sustainability. The project screening criteria outlined in this report (Appendix A) will guide the implementation components for each project.

As part of Phase 3, the rationale, objectives and relevant precedents and best practices for each project outlined above will be reviewed and refined as needed in consultation with the relevant partners and experts. Phase 3 will also involve completing the implementation framework for each project including the identification of the project leads / champion(s), partners, available funding / resources and key steps for implementation.



Credit: Lake of the Woods, NY times website

*“Every project should have [re]conciliation as the primary goal.”*

Questions, comments and ideas are welcome:  
[sustainability@kenora.ca](mailto:sustainability@kenora.ca)

# APPENDIX A: SUSTAINABILITY PROJECT SELECTION PROCESS

## Sustainability Projects Selection and Refinement Process

The Phase 1 engagement process resulted in the identification of more than 60 ideas for potential projects to be considered through the Sustainability Action Plan process. This long list included a range of principles, overlapping project ideas, as well as projects of varying potential scales and specificity. The context for and outcomes of the Phase 1 process are provided in the *Phase 1 As We Heard It Report*, with the long list of project ideas provided in that report.

The next task was for the consulting team to refine the long list of project ideas to arrive at a shorter list of projects to be used as the basis for the Phase 2 engagement process. The refinement process was guided by the concept of just sustainability (see Figure 2) and is outlined in Figure A-1. Key steps in the project refinement process included:

- STEP 1: Pulling out ideas that were not project-based and integrating them into the project goal, objectives and/or principles
- STEP 2: Adding potentially suitable sustainability projects identified by the consulting team based on the background research undertaken and their knowledge of precedents and best practices from other jurisdictions not identified through the Phase 1 engagement process (as described below)
- STEP 3: Combining similar projects while also nesting smaller projects within compatible larger projects.
- STEP 4: Framing each project as actionable
- STEP 5: Developing project screening criteria, and
- STEP 6: Applying the screening criteria.

The two outcomes of this process were (a) a refined long list of 27 potentially actionable projects considered suitable for Kenora (see Table A-1) and (b) a further refined short list of 14 projects to present to the SAC and the community Table A-2).

## Draft Project Selection Process

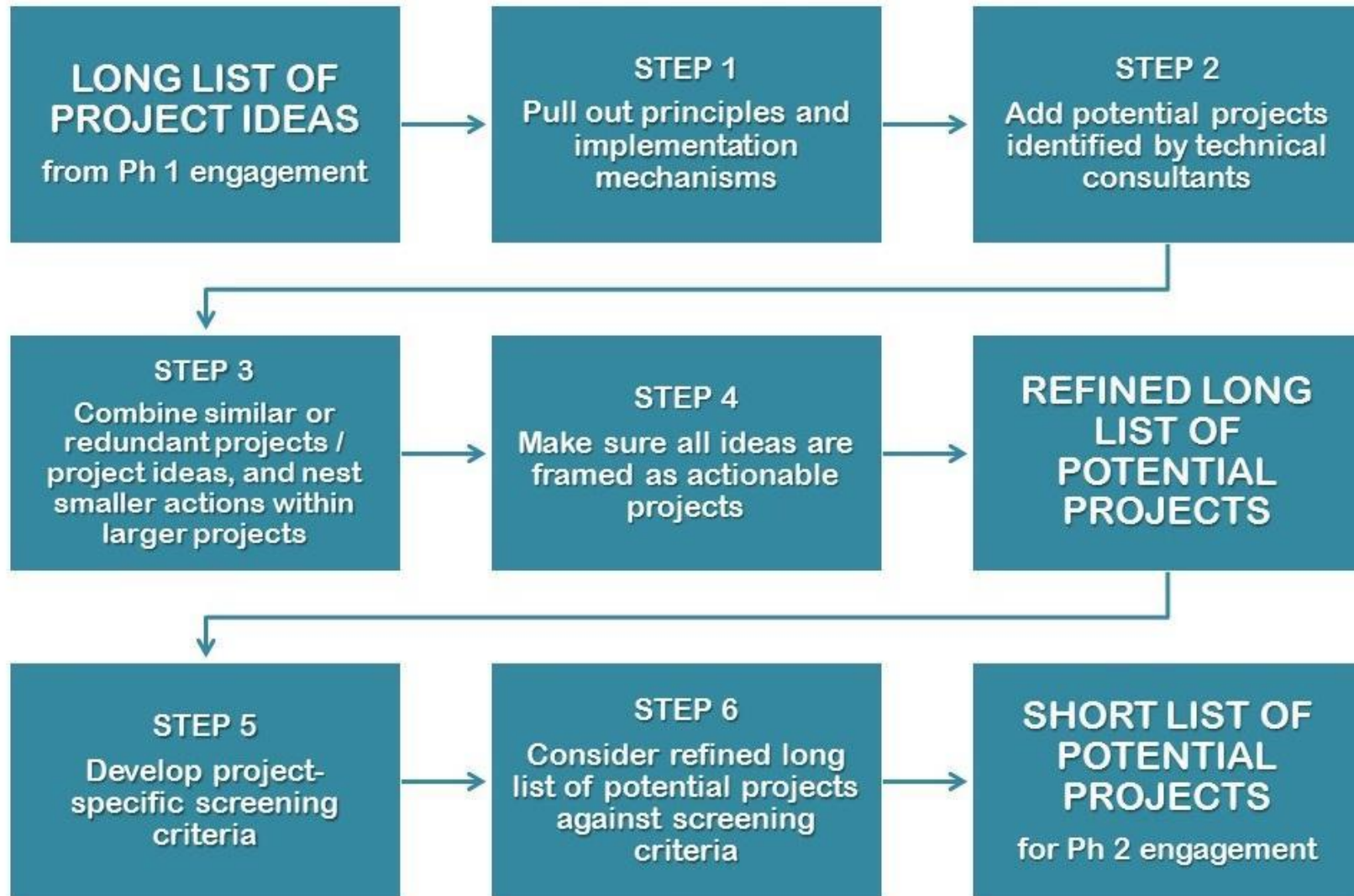


Figure A-1. Overview of the potential project refinement process

## Potential Projects: Indigenous Inclusion

Engaging with the local Indigenous communities in the development and implementation of the Sustainability Action Plan (SAP) is important and essential. As the traditional custodians of the lands and waters of Treaty #3 territory, the SAP project team recognizes the constitutionally protected and inherent rights of the Indigenous peoples. We also recognize the synchronicity between Indigenous values and sustainability action planning.

The process for developing and implementing this project seeks to promote understanding and respect between Indigenous and Non-Indigenous Peoples by identifying a suite of projects that respect and seek to sustain and / or improve the local lands, water and communities.

As stated on the Grand Council Treaty #3 (GCT3) website, GCT3's mandate is the protection, preservation and enhancement of Treaty and Aboriginal Rights, including ongoing work to reinvigorate traditional governance in the following areas: health, education, social services, policing and justice, infrastructure, childcare, lands and resources including trapping, and economic development.

The project team encourages continued collaboration and alignment over common goals between the City of Kenora and its Indigenous partners through a Nation-to-Nation relationship while recognizing and respecting Indigenous Rights. Possible opportunities for sustainable partnership actions identified by the project team that may align with these objectives include projects that:

- support water stewardship through watershed management planning and / or community-based monitoring and information-sharing
- identify natural heritage areas for conservation in alignment with Traditional Ecological Knowledge (TEK) and Indigenous Rights, and
- connect Indigenous and Non-Indigenous Peoples with each other and nature.

These project ideas have been identified by the consulting team, were incorporated into the refined long list of projects (Table A-1) and considered for the draft short list of projects (Table A-2) used as the basis for the Phase 2 engagement.

The list of projects (Table 2) has been further refined based on feedback received through the Phase 2 engagement (Table 1) and is to be further refined and / or revised based on engagement with the GTC3 representative on the SAC and with any other Indigenous partners who become engaged in the Sustainability Action Plan development and implementation process.

The scope and nature of potential partnership opportunities with the local Indigenous communities through the projects identified for implementation through the SAP will be subject to further discussion during Phase 3 of the SAP process.

The SAP project team remains committed to supporting ongoing collaboration with GCT3 and other Indigenous communities to identify and refine preferred projects in partnership that meet Indigenous goals and priorities.



## Potential Projects: Additional Opportunities

Recognizing the need to both build on work completed and identify projects able to help build local resilience to climate change, the City of Kenora staff specifically asked the consulting team to consider the City's Community Energy Plan (2019) and other City plans directly relevant to climate change adaptation and sustainability.

Potentially actionable projects identified by the consulting team which did not emerge from the Phase 1 engagement process are as follows.

- ENERGY: Establish a green buildings committee with staff, developers and the construction industry association to help advance and support green buildings policy and program development.
- ENERGY: Educate City staff and partners about the design and implementation of net-zero emission buildings and renewable energy systems, and then have trained City staff work with partners to plan for near-net zero buildings and neighbourhoods, learning from other leading examples.
- ENERGY: Review the Zoning By-law to identify energy conservation and efficiency strategies, and work to remove barriers to densification.
- INFRASTRUCTURE: Incorporate green infrastructure into the City's asset management process, including an inventory and valuation of municipal green infrastructure assets and assessing their ability to help the City build resilience to climate change.
- TRANSIT: Develop a program to support micro mobility initiatives (e.g., bike share, car share, etc.).
- TRANSIT: Work with local businesses / organizations to promote or implement commute trip reduction programs (rideshare, end-of-trip facilities, compressed or flexible work weeks, telecommuting, etc.).
- WASTE MANAGEMENT: Launch community-based social marketing campaigns focused on waste reduction (e.g., food waste reduction, reducing contamination in recycling, etc.).
- WASTE MANAGEMENT: Work with community partners to promote product exchange / resale.
- WASTE MANAGEMENT: Develop and implement policies and protocols that support and encourage the re-use or recycling of waste from demolition, land clearing and construction activities (e.g., rewarding developers and contractors with Development Cost Charge (DCC) reductions).

These project ideas were incorporated into the refined long list of projects (Table A-1) and considered for the draft short list of projects (Table A-2) used as the basis for the Phase 2 engagement. The scope and nature of the projects identified for implementation through the SAP will be subject to further discussion during Phase 3 of this project.

Notably, actions related to the design and implementation of complete streets and transit / pedestrian-oriented development are also aligned with this Plan but are being explored through the City's ongoing Official Plan and Zoning By-law review and update process. Therefore, they are not being considered for the SAP.

## Long List of Potential Projects

Table A-1 includes a refined list of 27 potential projects identified based on careful consideration of the research and engagement completed, as well as knowledge of precedents and best practices from other small municipalities in Canada.

Although all the projects in Table A-1 were considered potentially suitable for Kenora, the list was considered too long to serve as the basis for meaningful engagement with the SAC and the community. Therefore, the consulting team took the additional steps of developing screening criteria for the projects based on the information and feedback gathered, and of further refining the list based on consideration for these nine criteria (provided below) and additional consultation with the City to arrive at a shorter list of 14 projects to be used as the basis for the Phase 2 engagement (provided in Table A-2).

**Table A-1. Long list of potential sustainability projects**

CARE FOR OUR WATER	SUPPORT SOCIAL EQUITY	RESPECT THE LAND
<ol style="list-style-type: none"> <li>1. An outreach and education program targeting residents and tourists that focuses on actions they can take to protect and sustain local water quality.</li> <li>2. Expand municipal water and wastewater services and develop and implement requirements for regular septic system inspections where services cannot be provided.</li> <li>3. An education and incentive program to promote lot level infiltration / stormwater controls (e.g., rain barrels, rain gardens, downspout disconnections).</li> <li>4. Undertake a watershed management planning project in partnership with Indigenous communities that includes:               <ul style="list-style-type: none"> <li>● floodplain mapping and</li> <li>● community-based monitoring and information-sharing program.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>5. Provide and / or support training and education in “green” building design and construction that is applicable in the context of Kenora.</li> <li>6. Provide and / or support training and education in “green infrastructure” design and implementation that is applicable in the context of Kenora.</li> <li>7. Develop a program to connect Indigenous and Non-Indigenous children with each other and nature (e.g., collaborative school events, outdoor learning).</li> </ol>	<ol style="list-style-type: none"> <li>8. Expand green space in the City’s built-up areas (e.g., linear and block parks). “Rock the Block” initiatives, where different schools and neighbourhoods are offered different challenges to “green” their area.</li> <li>9. Identify significant woodlands in Kenora for protection in alignment with Traditional Ecological Knowledge (TEK) and Indigenous Rights, and with provincial policy and criteria.</li> </ol>

**Table A-1 cont'd. Refined long list of potential sustainability projects**

REDUCE WASTE	ENHANCE LOCAL FOOD PRODUCTION	BUILD CLIMATE CHANGE PREPAREDNESS
<p><b>10.</b> Develop and implement a backyard composting program, and compost (organic waste) pick up and processing program.</p> <p><b>11.</b> Launch community-based social marketing (CBSM) campaigns focused on waste reduction (e.g., no junk mail, smart purchasing, Metro Vancouver’s Love Food Hate Waste campaign, reducing contamination in recycling, etc.).</p> <p><b>12.</b> Develop a local product re-use, exchange and / or resale network.</p> <p><b>13.</b> Develop and implement policies and protocols that support and encourage the reduction, re-use or recycling of waste from demolition, land clearing and construction activities.</p>	<p><b>14.</b> Develop and implement a program for community gardens and the use of produce from local “food forests” (e.g., trees with edible fruits and nuts).</p> <p><b>15.</b> A project to build and run one or more greenhouses to improve access to affordable, healthy and locally grown food year-round.</p>	<p><b>16.</b> Incorporate green infrastructure into the City’s asset management process, including an inventory and valuation of municipal green infrastructure assets.</p> <p><b>17.</b> Prioritize and implement municipal road and bridge infrastructure renewal with consideration for climate change.</p> <p><b>18.</b> Prioritize and implement municipal water and wastewater infrastructure renewal with consideration for climate change.</p> <p><b>19.</b> Promote a program to support more trees in residential yards and on other land uses including schools, health centres and retirement homes (mitigation of heat and wind).</p>
ENERGY MANAGEMENT	MORE EFFICIENT TRANSIT ALTERNATIVES	SUSTAINABLE LAND USE PLANNING
<p><b>20.</b> Develop emissions targets and accountability framework for Kenora (potentially in collaboration with Climate Caucus).</p> <p><b>21.</b> Educate City staff and partners about the design and implementation of net-zero emission buildings and renewable energy systems, and then have trained City staff work with their partners to develop policies for rezoning and development that support near-net zero buildings and neighborhoods.</p> <p><b>22.</b> Undertake and/or support deep retrofits to existing housing to improve energy efficiency (including low-income housing and municipal buildings).</p> <p><b>23.</b> A demonstration project to showcase delivery of renewables (e.g., setting up a district heating grid / district energy, demonstrating how geothermal works well in Kenora).</p>	<p><b>24.</b> Develop and implement a program to support and expand small-scale mobility options (e.g., bike share, car share, rideshare programs such as Uber, Lyft, etc.) including electric options.</p> <p><b>25.</b> Work with local businesses / organizations to promote and implement commute trip reduction programs (parking cash out, transit allowances, rideshare, end-of-trip facilities, compressed or flexible work weeks, telecommuting, etc.).</p>	<p><b>26.</b> Establish a green buildings committee with staff, developers and the construction industry association to help advance and support green buildings policy and program development.</p> <p><b>27.</b> Review current zoning and development charges bylaws to identify energy conservation and efficiency strategies, and work to remove barriers to densification.</p>

## Project Screening Criteria

To provide a consistent, objective and transparent approach for selecting and refining the projects that will provide the basis for the Sustainability Action Plan, a series of criteria were developed for screening the projects identified.

A suite of sustainability criteria was developed by the project team with input from the City based on consideration for the research and engagement undertaken as part of Phase 1 of the project, as well as careful consideration for both Kenora's biophysical and socio-economic context and for precedents and best practices related to municipal sustainability and climate change action plans elsewhere in Canada, and beyond.

These criteria were presented and confirmed through the Phase 2 engagement process and are intended to ensure that the projects selected for implementation are well-aligned with the project goal and objectives (see above) as well as the priorities of project stakeholders (including the City) and partners (including the local Indigenous communities). These criteria will continue to help frame the scope and nature of the projects as they are developed through Phase 3 of the project process.

1. **MITIGATION:** Will the project contribute to local climate change mitigation (i.e., greenhouse gas reductions)?
2. **ADAPTATION:** Will the project contribute to local climate change adaptation (e.g., management of flooding, urban greening, etc.)?
3. **COMMUNITY PRIORITIES:** Does the project align with and help implement one or more top community priority (as identified in Phase 1 and cited below)?
  - Protecting water resources
  - Contributing to improved lake water quality
  - Supporting local businesses
  - Creating walkable, compact, vibrant community
  - Reducing local waste production
  - Supporting local food production and harvesting
4. **RECONCILIATION:** Does the project move the community of Kenora towards reconciliation with the local and surrounding Indigenous communities?
5. **LOCAL EMPLOYMENT:** Is the project expected to foster local job opportunities?
6. **PARTNERSHIPS:** Are there community partners committed and able to share responsibility for implementation of the project?
7. **TIMING AND SCOPE:** Can the project scope and scale be tailored to be achievable within the established 10-year timeframe?
8. **FUNDING:** Is the project expected to be achievable with currently or readily available funding and/or resources?
9. **CO-BENEFITS:** Is the project expected to simultaneously provide multiple benefits and help to deliver on more than one community priority?

## Short List of Potential Projects

The following 14 potential projects were put forward to the community through the Phase 2 engagement. Notably, this list incorporates some refinements suggested by the SAC prior to the Community Workshop. The feedback received from both the SAC and the community is summarized in the next section of this report.

**Table A-2. Short list of potential sustainability projects\***

THEME	POTENTIAL PROJECT
WATER STEWARDSHIP	1. Undertake a watershed management planning project for the City of Kenora that includes floodplain mapping and community-based monitoring.
	2. Develop and implement a creative outreach program targeting residents and tourists to educate them about actions they can take to sustain local water quality.
LOCAL FOOD SECURITY	3. Develop and implement a program that supports local food production including community gardens and local “food forests” (e.g., trees with edible fruits and nuts).
WASTE REDUCTION	4. Develop and implement a backyard composting program and a local compost (organic waste) pick up and processing program.
	5. Develop a program to coordinate construction “waste” re-use, exchange and / or resale locally.
	6. Confirm locations for and implement installation and maintenance of water bottle filling stations for the community in Kenora. (Note: May be accompanied by a program providing refillable bottles).
COMMUNITY BUILDING	7. Develop a program to connect Indigenous and non-Indigenous people with each other and with nature (e.g., collaborative school events, outdoor learning, community events).
INFRASTRUCTURE IMPROVEMENTS	8. Identify and implement tools to support municipal water and wastewater infrastructure renewal with consideration for climate change (e.g., storm water levy).
	9. Incorporate green infrastructure into the City’s asset management process, including an inventory and valuation of municipal natural assets (e.g., trees, natural features).
ENERGY CONSERVATION*	10. Develop emissions targets and an accountability framework for Kenora.
	11. Develop a program to support deep retrofits to existing housing to improve energy efficiency (after an analysis of the housing stock), including community housing and municipal buildings.
	12. Support net-zero emissions renewable energy systems in areas / communities in Kenora (Note: May require trained City staff to work with partners to develop policies that support near-net zero buildings and neighbourhoods).
	13. Design and implement a demonstration project to showcase delivery of renewables (e.g., district heating grid / district energy, geothermal, solar).
SUSTAINABLE TRANSIT	14. Develop and implement a program to support and expand small-scale mobility options including electric options (e.g., bike share, car share, rideshare programs such as Uber, Lyft, etc.).

\* Notably, this project list was shared with the Grand Council Treaty 3 representative on the Sustainability Advisory Committee and other local Indigenous partners.

\*\* Projects 11, 12 and 13 will require development of emissions targets and an energy accountability framework for Kenora, as per potential Project 10, for their effective implementation.







