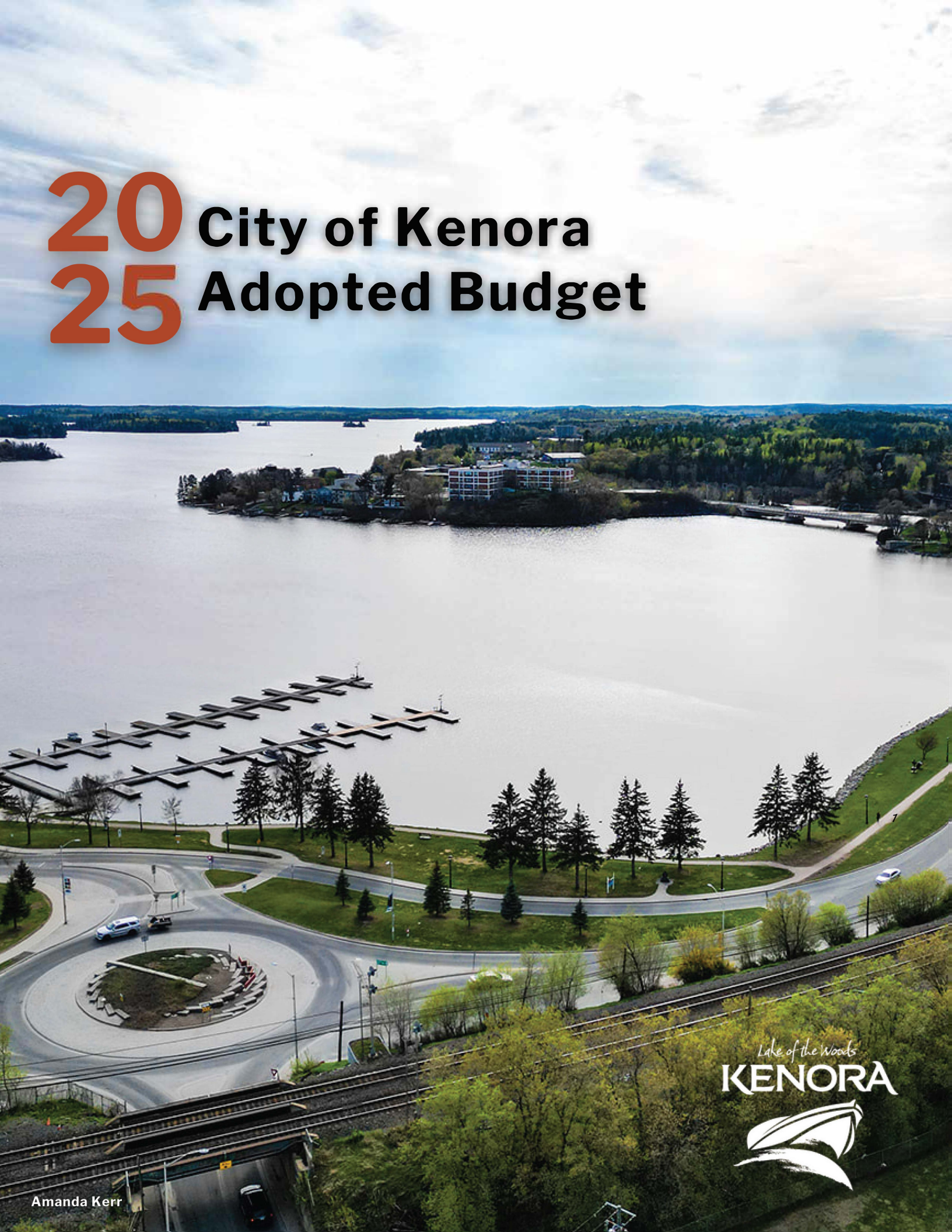
2025 City of Kenora Adopted Budget



Amanda Kerr

Lake of the Woods
KENORA

Lake of the Woods
KENORA

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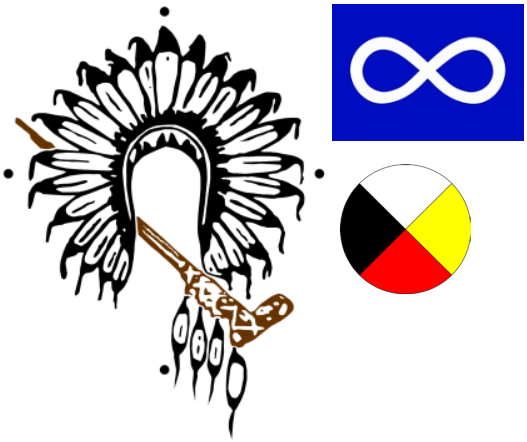
Lake of the Woods
KENORA



Land Acknowledgement

The City of Kenora recognizes that we are located on the traditional territory of the Anishinaabe people in Treaty 3. We recognize that the decisions we make today will shape the opportunities, challenges, and legacies of those who come after us. In this spirit of reconciliation, we are dedicated to fostering a future where all peoples, particularly our Treaty 3 partners in the surrounding communities, have the resources, support, and opportunities they need to thrive.

We understand that the land is not merely a place to live, but a living entity that sustains, nourishes, and nurtures all those connected to it. In honouring the Anishinaabe peoples' relationship with nature, we commit to learning from their traditional, ecological knowledge and incorporating it into our collective efforts to protect and preserve the environment for future generations.

We recognize that reconciliation is not a one-time act, but a continual process that requires listening, learning, and meaningful action. The City of Kenora is committed to working collaboratively with Indigenous leadership, organizations, and community members to address these challenges and support pathways to healing, empowerment, and self-determination.

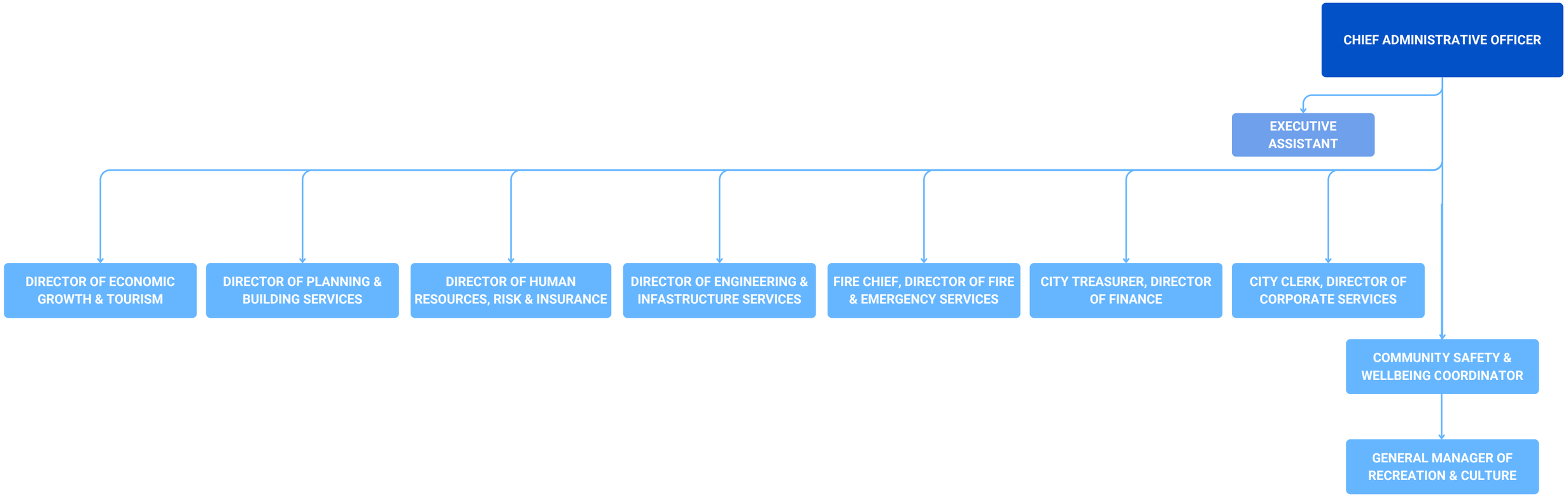
Miigwech

Kenora Mayor & Council

Councilor Robert Bernie, Councilor Lindsay Koch, Councilor Lisa Moncrief, Councilor Graham Chaze

Councilor Kelsie Van Belleghem, Mayor Andrew Poirier, Councilor Barbara Manson

Senior Leadership Team



Our City's Course

at-a-Glance

The City's Corporate Strategic Plan lays the foundation for the City's future, Charting our course into 2033. The cornerstones of our Strategic Plan are our Vision and Mission Statements.

Our Vision

To provide a high quality of life for residents and create memorable experiences for visitors through celebration and embracement of our community's rich heritage, diversity, and natural environment.

Our Mission

To be an accountable, deeply collaborative, and well-informed team, committed to delivering innovative, value-added municipal services that enhance the quality of life for our community and reflect our pride in public services

Corporate Values

The City's values, as outlined in the Strategic Plan, serve as guiding principles for decision-making and action. To ensure budget decisions align with these values, they are reviewed alongside the budget process and are outlined below:

Collaboration: We are a key partner, connector, and voice in addressing complex community needs.

Communication: We ensure respectful and inclusive communication with our staff, community and partners

Citizen and Customer Service: We put our people at the forefront when delivering services

Environmental Sustainability: We are committed to being respectful of our natural environment to ensure it can continue to enrich future generations

Fiscal Responsibility: We administer municipal finances in a prudent accountable, and transparent manner that is mindful of the financial implications of our daily decisions

Innovation: We strive for continuous services improvements through curiosity, leadership, and implementation of best practice

Readiness: We actively engage in planning, prevention, and protection to mitigate risk and address complex challenges

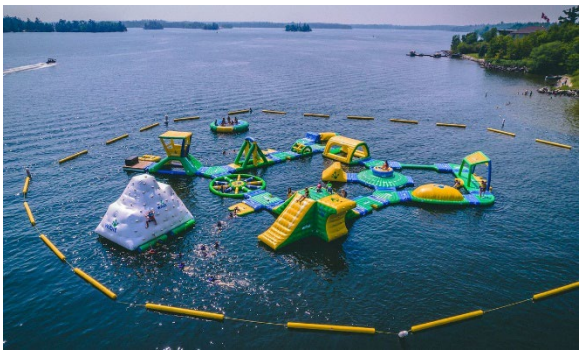
Trust & Respect: We act with integrity, honesty, and fairness in all our actions, fostering a corporate culture that promotes trust and respect to our staff, community, and partners.

Kenora

at-a-Glance

Our People

Kenora's population of approximately 15,000 permanent residents is significantly increased by a seasonal population estimated at two to three times larger, reflecting the city's appeal as a year-round destination.



As an internationally recognized destinated and gateway to the world-renowned Lake of the Woods, Kenora offers residents and visitors alike endless opportunities for recreation, leisure, and outdoor adventure.

The region is home to the Anishinaabe, its original inhabitants who have lived in the Kenora and Northwestern Ontario area for thousands of years. The city is proud to share close ties with neighboring communities, including Anishinaabe Wauzhushk Onigum Nation, Niisaachewan Anishinaabe Nation, and Washagamis Bay First Nation.

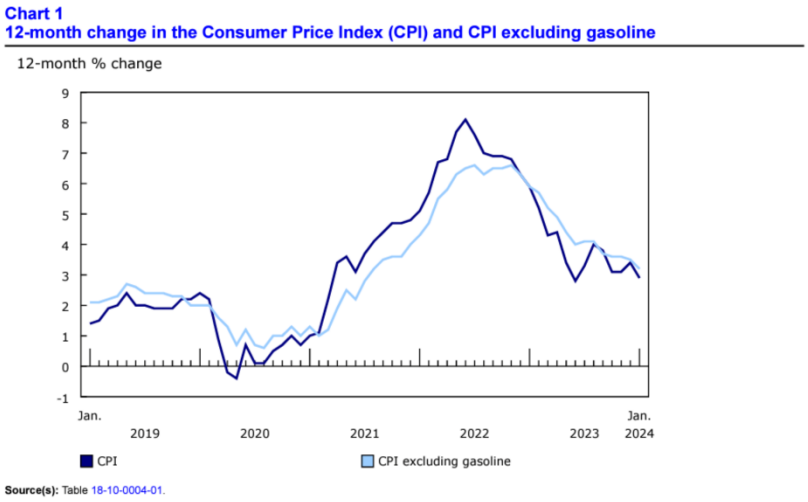
Recreation

Kenora has transitioned from a traditional resource-based economy to a modern, diverse, and growing service-oriented economy, anchored by strong sectors in tourism, healthcare, retail, hospitality, education, and government services.

An active and engaged community, Kenora provides residents with access to eight municipal parks, five beaches, over 30 kilometers of trails, and a wide range of recreational facilities, including arenas, soccer pitches, ball diamonds, a swimming pool, a dog park, and many more to come.

Kenora boasts a vibrant arts and cultural scene, supported by key institutions such as the MUSE, two public libraries, and a rich calendar of festivals, special events, and community activities.

Inflation and Economic Outlook



Ontario 2019-2024 CPI

Consumer Price Index (Inflation)

Inflation has been a major concern around the world since the COVID-19 pandemic. People everywhere, including here in Kenora, have seen prices rise sharply for essentials like food, housing and rent, and everyday items. In Canada, inflation-measured by the Consumer Price Index (CPI)-reached a high of 8.1% in June 2022, then dropped to 6.3% by December 2022. Recent data shows that prices are still rising, but at a slower pace, and inflation is expected to keep easing over the next year.

For the City of Kenora, rising inflation means higher costs for delivering services and maintaining infrastructure. That's why we closely monitor key economic indicators such as population trends, jobs, household income, major industries, and quality life. These indicators help us better understand our community-it's people, its challenges, and its strengths.

To learn more about Kenora's community profile visit: *Community Profile - City of Kenora*

Public Engagement

The City of Kenora's 2024 Budget public engagement process demonstrated a stronger commitment to taxpayers by encouraging greater participation in local decision-making. The initiative aimed to not only gather input but also raise public awareness and improve understanding of how the municipal budget works-while promoting transparency and accountability.

The Rethinking Budget Survey-Budget 2024 was launched in late June and remained open through July and August of 2023. More than 460 people took part, including both year-round and seasonal residents.

The survey invited participants to rank municipal services by importance and share their thoughts on how our city should manage rising costs, spending, and competing priorities.

Survey results are available on the City of Kenora's Budget and Finance webpage: Microsoft PowerPoint - Rethinking Budgeting Survey

City by the Numbers

15,845 | Population

75 ppl/km² | Population Density

0.79% | Population Change (2022-2024)

$4,782 | Financial Position per Capita

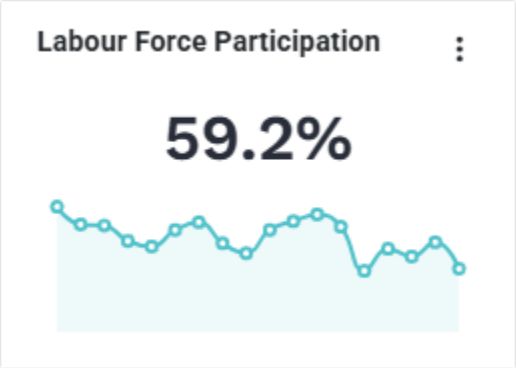
2.4% | Provincial CPI

$110,009 | Avg. Household Income

$250,170 | Median Property Value

$1,618 | Avg. Residential User Fees

$1,930 | Avg. Household Water & Sewer Costs



Annual Avg. Property Tax

$3,243 | Bungalow

$5,194 | 2-Storey

Percentage of Income

3.4% | Property Tax

5.2% | Water & Sewer and Property Tax

What Do My Property Taxes Pay For?

Residential tax dollars collected are shared between the City of Kenora and other external community service providers to fund services and programs. For every **$1,105** in property tax paid, residents receive:

$254

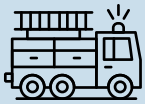
Transportation

Roads and bridges, maintenance and repairs, line painting, street lighting, engineering, transit including Handi-Transit Board, parking, and vehicle and equipment fleet.

$118

General Government

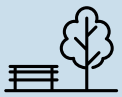
Mayor and Council, organizational support including governance, human resources, and finance.



$109

Protection

Fire, police, emergency management, by-law services, building inspection, facilities operations, and 911 emergency access.



$163

Recreation and Culture

Parks, Moncrief Construction Sports Centre administration and customer service, Bowman Electric Memorial Arena, general administration, The Muse: Lake the of the Woods Museum and Douglas Family Art Centre, programming, Kenora Public Libraries

$300

External Organizations

$ 152 Ontario Provincial Police

$ 86 Kenora District Services Board
- $40 Land Ambulance
- $34 Social Housing
- $ 7 Ontario Works
- $ 5 Childcare

$ 44 Pinecrest Home for the Aged

$ 18 Northwestern Health Unit

Note: amounts reflect gross expenditures

$48

Economic Development, Tourism and Planning and Building

Economic development, Northwest Business Centre, tourism including special events and the Lake of the Woods Discovery Centre, planning and building including support for affordable housing and land management.

$7

Recycling

Curbside and rural depot collection, drop-off depot, and transportation to recycling facility in Winnipeg.

$1

Cemetery

Internments, customer service, ice candle campaign, and year round grounds maintenance.

$105

Education

Paid to school boards.

Services NOT covered by tax dollars:
- water and wastewater services
- garbage (solid waste) collection and disposal

These services are funded by user fees (bag tags, water usage) and other sources of funding from Provincial or Federal Governments.

Property tax questions?
Contact the Tax and Assessment Officer
at 807-467-2034 or propertytax@kenora.ca

Final Tax Due Date:

From the Tax and Assessment Officer's Desk

Here are some common questions and answers about Property Taxes

What are property taxes?

Property taxes are levies imposed by local governments to fund public services and infrastructure, such as roads, parks, emergency services, etc.

What happens if I don't pay the full balance on my tax bill by the due date?

Failure to pay property taxes can result in penalties and interest. Ontario municipalities charge a total of 1.25% on the total arrears.

What is a pre-authorized payment plan?

A Pre-Authorized Payment (PAP) plan allows the City of Kenora to withdraw funds directly from your bank account to pay the upcoming tax bill.

What types of Pre-Authorized Payment (PAP)plans does the City offer?

The City offers two types of PAP plans: monthly and semi-annual.
The monthly option is financed over 11 months and runs from September to July annually. Withdrawals occur on the 15th of every month.
The semi-annual plan occurs twice a year, the full lump sum is withdrawn on tax due date.

I just received my Tax Bill. Can I register for a payment plan?

The monthly plan is unavailable during a billing period. Once you pay the balance off in full, you are eligible to register. The semi-annual plan is available to ratepayers.

Kenora.ca / Property Taxes

Who is MPAC and what do they do?

MPAC stands for the Municipal Property Assessment Corporation. They are a not-for-profit corporation that provides property assessments in Ontario. In return, municipalities use the MPAC valuation to calculate your property taxes.

Why am I required to pay education taxes when I don't have kids?

It is a Provincial mandate that all ratepayers are charged a portion of Education Tax. Municipalities must collect and remit payments to the appropriate school boards as per the provincial tax rates. Education taxes are essential to maintaining and improving the quality of public education.

How can I change my direction of school support?

School support is defaulted to the English Public Board. If you would like to change your support, an application for Direction of School Support must be completed and submitted to MPAC. Applications can be found at your local school board or through MPAC.

How to do I apply for a Pre-Authorized Payment plan?

To apply for a PAP plan, you must complete the Property Pre-Authorization Payment Form, along with a void cheque or the pre-authorized debit from your bank.
Find the form on **Kenora.ca/Paying Property Taxes** or at City Hall.

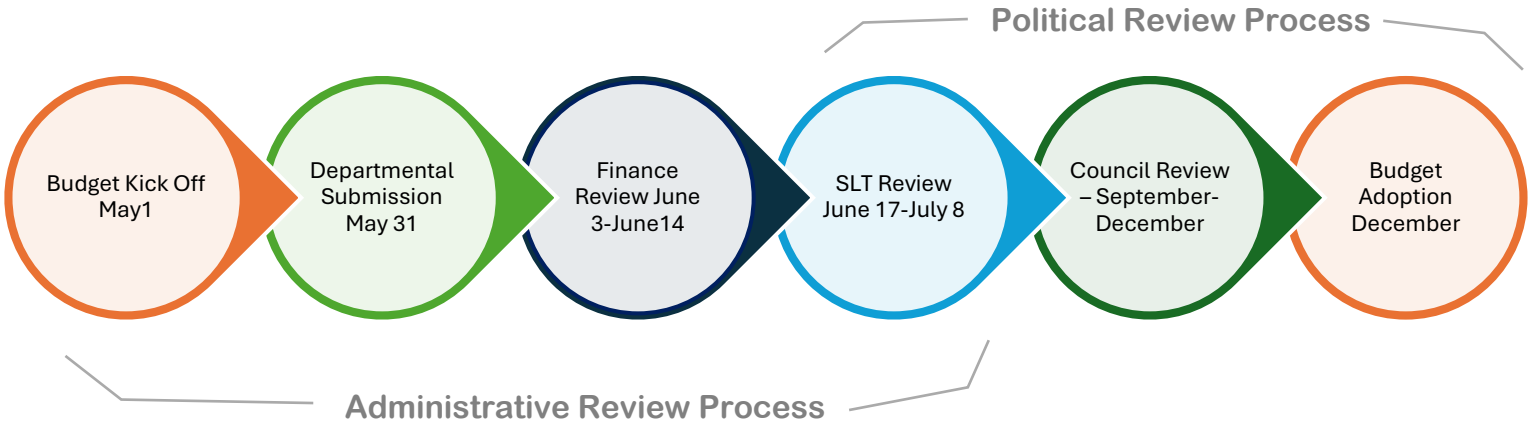
Budget Principles

In developing and reviewing the municipal operating, utility, and capital budgets for 2025, the City has adhered to budgeting principles established to guide overall spending within the budget process

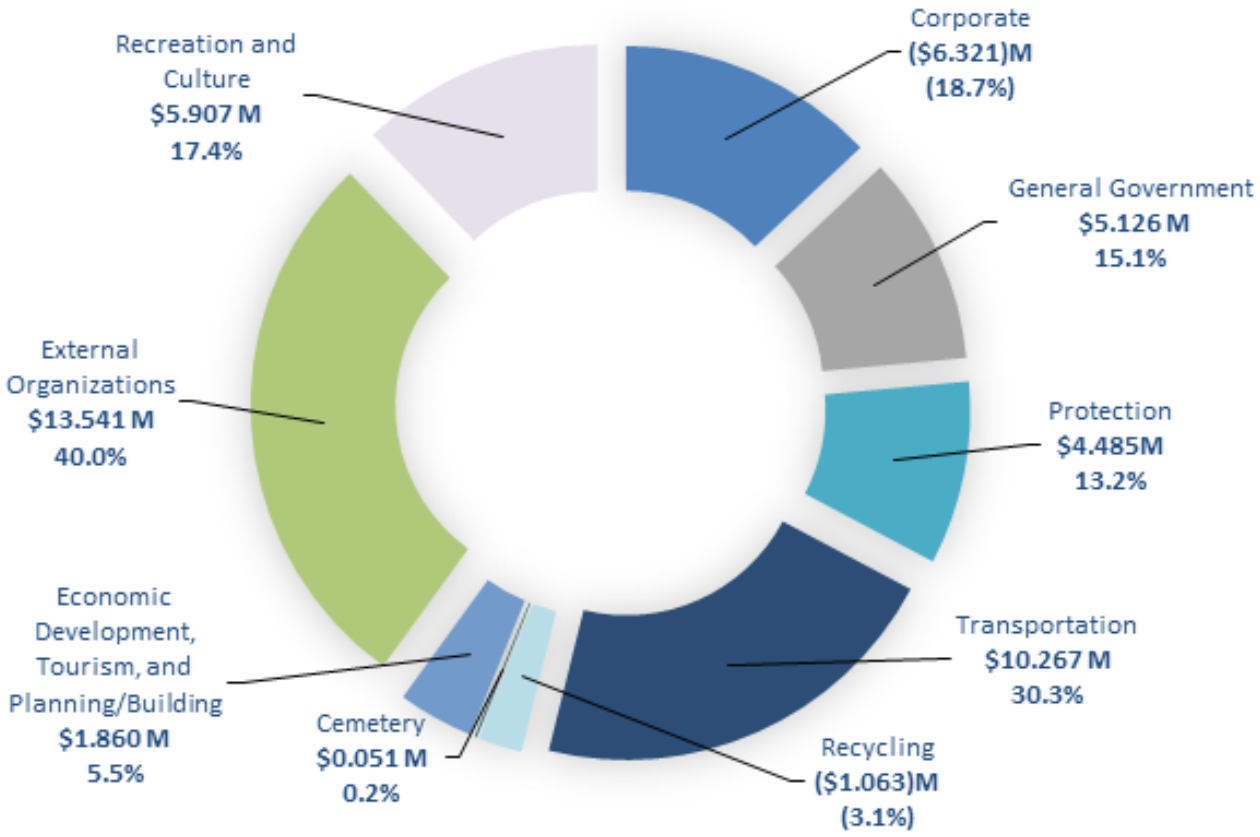
- **Fiscally Responsible** - mindful of the financial implications
- **Sustainable** - supports the long-term financial viability of the City
- **Proactive**- planning, prevention, and protection to mitigate risk and adress complex challenges
- **Prudent, Accountable, and Transparent** - comprehensive view of City Services and the investment required to support delievery
- Deliever on **Strategic Focus Areas**

Budget Process

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

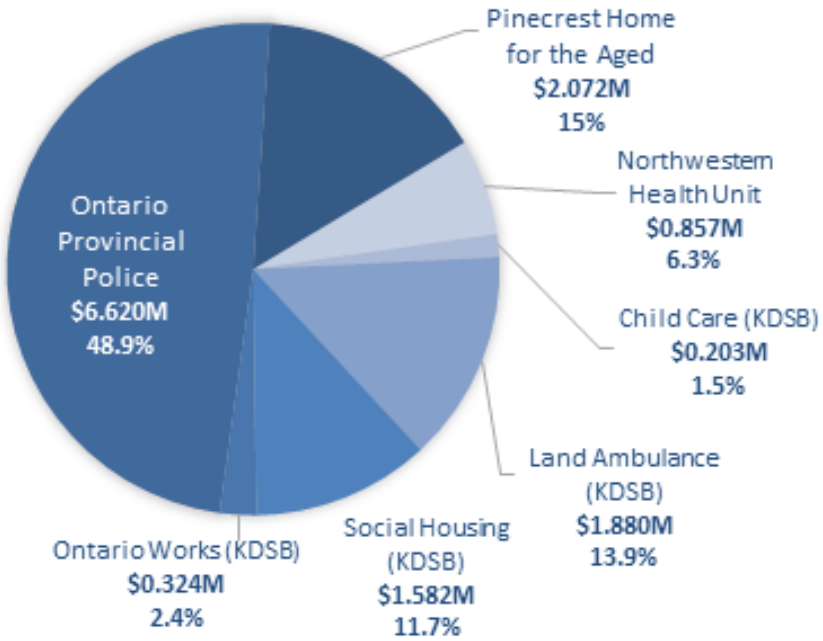


2025 Net Operating Budget



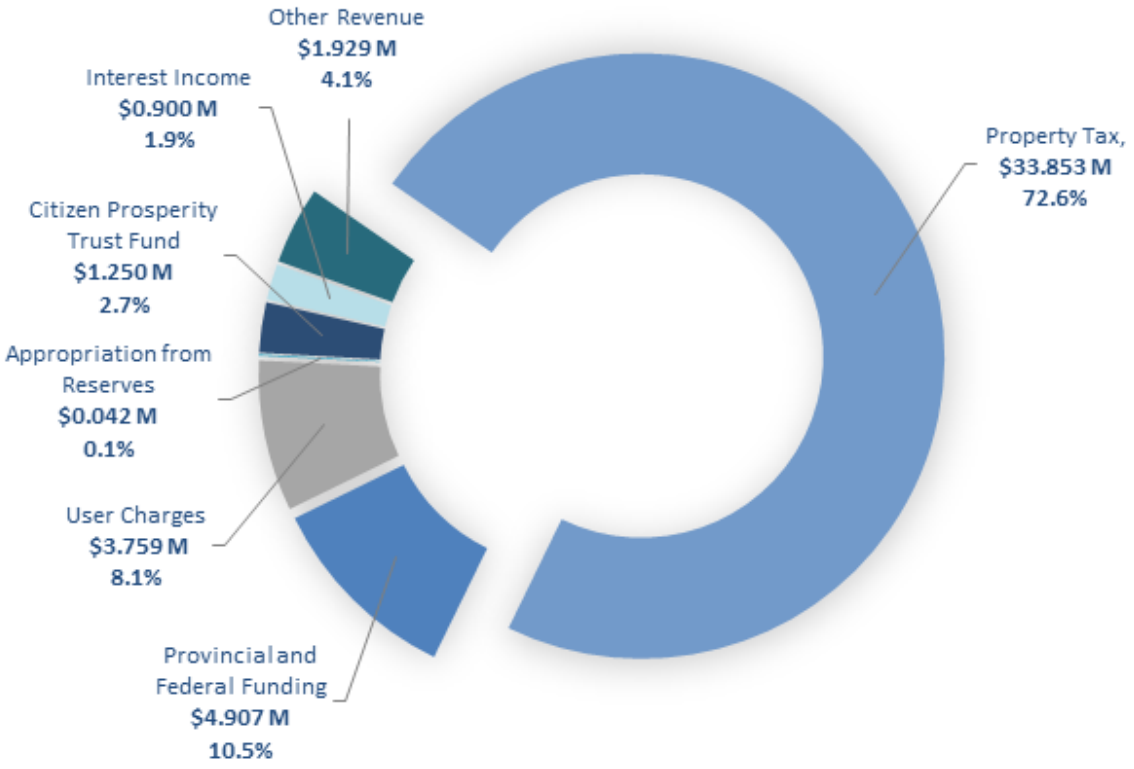
The transfer to the External Organizations is mandated by the Province of Ontario and consists of 7 services:

- Ontario Provincial Police
- 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.

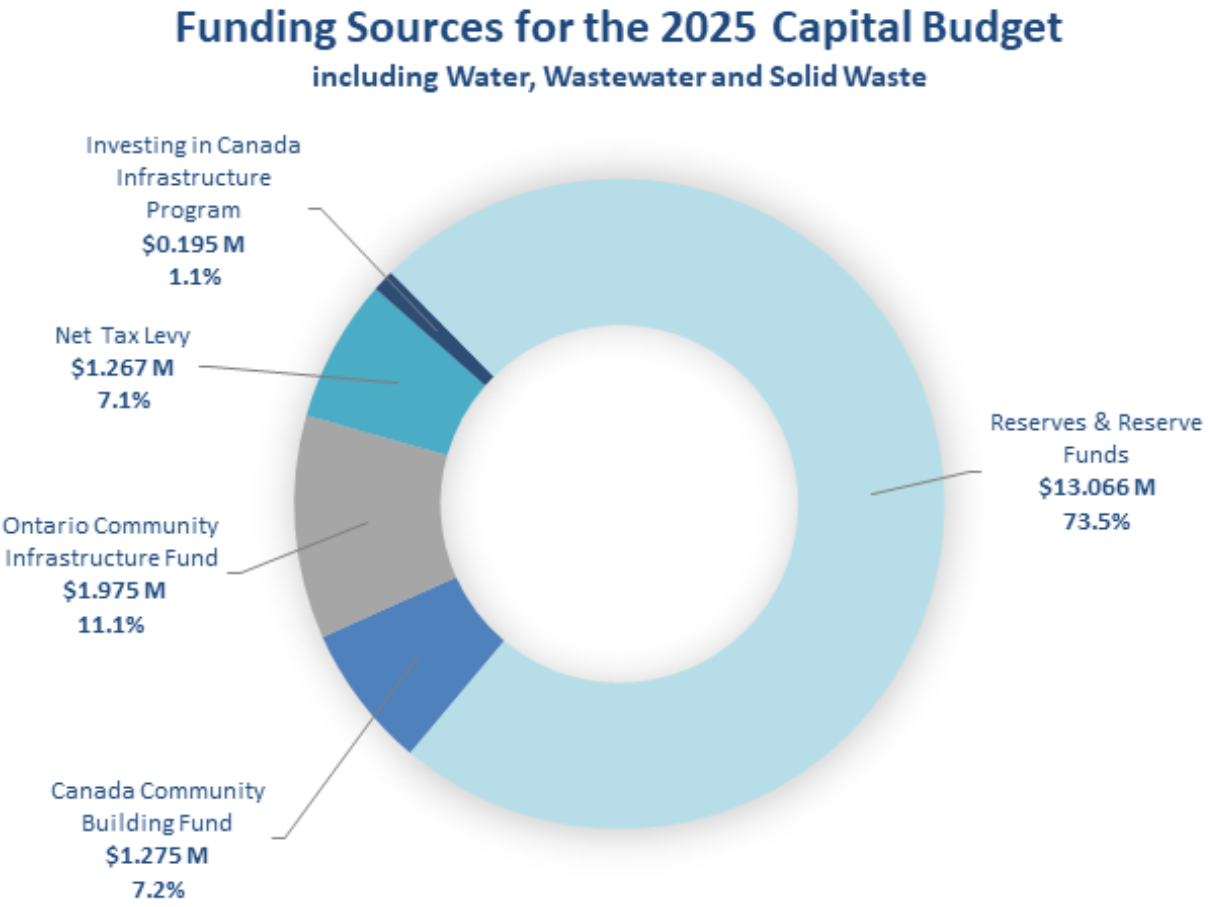
2025 Operating Revenue Overview



The City will require $33.853 million through general Tax Levy, the Tax Levy is the City's most significant funding source, representing 72.6% of combined operating revenues.

2025 Capital Budget Highlights

The City of Kenora Capital Budget consists of a 2025 investment of $11.4 million and 10-year plan of $198.4 million, including Solid Waste and Water and Sewer. The Net Tax Levy allocation to capital for 2 25 is $1.267 million.



Reserves are utilized to stabilize, for special purposes and to fund annual capital expenditures, the City has established several 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. Utility operations are independent and self-supported through user fees and do not impact the tax levy.

Operating Budget

This section breaks down City services by function, providing descriptions of each, a 3-year budget with actual figures by major account categories, full-time equivalent levels, revenue and expense variance explanations, and any sub-services related to the function.

The Operating Budget Summary outlines the total Tax Levy needed and shows its impact as a percentage compared to the previous years budgeted Tax Levy. It also highlights key budget decisions and explains the changes from the 2024 Adopted Budget to the 2025 Adopted Budget, giving a clear picture of year-over-year differences.

Capital Budget

The Capital Budget Section includes a summary of the 2024 Adopted Capital Budget, a detailed list of capital projects from 2025-2034 organized by function, and specific details for each capital project.

Appendices

The Appendix provides additional context and supporting information to help readers better understand the budget.

2025 Operating Budget Highlights

The 2025 operating budget has total operating expenditures of $46.556 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 2024 Adopted Budget to the 2025 Budget

Operating Budget	2024 Budget	2025 Budget
Net Total	**$ (31,032,296)**	**$ (33,852,720)**

Changes from the 2024 Adopted Budget to the 2025 Budget:

Draft Budget-City	1,671,666	5.39%
Draft Budget-External Organizations	2,687,404	8.66%
Draft Summary as of November 2, 2024	**4,359,070**	14.05%
November 26 Mtg:		
Fees and Charges	(169,546)	-0.55%
General Manager of Information Technology	161,306	0.52%
Fire Vehicle Replacement Program	77,581	0.25%
Animal Shelter Grant (Dog & Cat)	3,000	0.01%
December 3 Mtg:		
Ontario Provincial Police Rebate	(1,721,378)	-5.55%
Economic Increase	118,585	0.04%
Net Park Increase	(75,000)	-0.24%
Northwestern Health Unit	112,450	0.36%
District of Kenora Home for the Aged	28,766	0.09%
Kenora District Service Board	590	0.00%
February 3 Mtg:		
Increase Citizen Prosperity Trust Fund Dividend	(150,000)	-0.48%
February 18 Mtg:		
Contract Park Operation	75,000	0.24%
Required Revenue for Existing Service Delivery	**2,820,424**	**9.09%**
Preliminary Impact of 2025 Change in Assessment	(300,350)	-0.97%
Anticipated Impact to Ratepayers	**2,520,074**	**8.12%**

2025 Summary Tax Levy Impact:		
External Organizations	1,107,832	3.57%
Operating Budget-City	1,052,267	3.39%
Capital Budget-City	359,975	1.16%
Summary Impact to Ratepayers	**2,520,074**	**8.12%**

2025 ADOPTED BUDGET

Operating Departments

AMANDA KERR

Lake of the Woods
KENORA

CORPORATE

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

Corporate

Operations Budget	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$49,351	$55,500	$55,500	$55,500	$55,500
Government Funding	$3,506,856	$3,495,445	$3,829,645	$3,829,645	$3,829,645
Interest Income	$2,656,211	$2,000,000	$2,150,000	$2,150,000	$2,150,000
Miscellaneous Revenue	($681,315)	$437,500	$437,500	$437,500	$149,500
Total Revenues	**$5,531,102**	**$5,988,445**	**$6,472,645**	**$6,472,645**	**$6,184,645**
Operating Expense					
Materials & Supplies	$16,229				
Contract Services	$33,006	$21,000	$21,370	$21,370	$21,370
Total Operating Expense	**$49,236**	**$21,000**	**$21,370**	**$21,370**	**$21,370**
Other Expense					
Appropriations to Reserve		130,000	130,000	130,000	130,000
Total Other Expense		**$130,000**	**$130,000**	**$130,000**	**$130,000**
Net Total	**$5,481,867**	**$5,837,445**	**$6,321,275**	**$6,321,275**	**$6,033,275**

Change from 2024 Adopted Budget to 2025 Budget

Revenue	
Increase Dividend from Citizen Prosperity Trust Fund	$150,000
Government Funding Increase	$334,200
Expenses	
Increased Contract Services	($370)
Net Increase over 2024 Adopted Budget	**$483,830**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Corporate	$5,481,867	$5,837,445	$6,321,275	$6,321,275	$6,033,275
Net Total	**$5,481,867**	**$5,837,445**	**$6,321,275**	**$6,321,275**	**$6,033,275**

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 ensure 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, CAOs Executive Assistant, and the Senior Leadership Team, whose activities involve multiple departments. The CAO is Councils only employee. As the head of Administration, the CAOs 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.

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, the public and its residents, as well as Mayor and Council.

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 DESCRIPTION-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	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$208,708	$201,554	$206,648	$207,361	$208,363
Government Funding	$24,379				
Appropriations from Reserve			$21,500	$80,000	
Total Revenues	**$233,087**	**$201,554**	**$228,148**	**$287,361**	**$208,363**
Operating Expense					
Salaries & Benefits	$3,458,810	$3,032,957	$3,624,541	$4,181,566	$4,544,855
Materials & Supplies	$477,865	$497,769	$615,593	$659,098	$670,729
Contract Services	$1,003,405	$1,194,076	$1,248,097	$1,407,667	$1,310,234
Training, Membership & Other	$337,231	$432,285	$456,045	$479,695	$485,100
Vehicle, Fleet, & Equipment	$525				
Utilities and Insurance	$845,596	$152,497	$159,752	$168,707	$180,487
Internal Services/Recovery	($1,473,831)	($898,248)	($1,004,580)	($1,044,220)	($1,078,556)
Total Operating Expense	**$4,650,301**	**$4,411,336**	**$5,099,448**	**$5,852,513**	**$6,112,849**
Other Expense					
Appropriations to Reserve		$213,712	$236,841	$214,847	$229,083
Debt and Finance	$12,651	$17,500	$17,500	$17,500	$17,500
Total Other Expense	**$12,651**	**$231,212**	**$254,341**	**$232,347**	**$246,583**
Net Total	**($4,429,865)**	**($4,440,993)**	**($5,125,641)**	**($5,797,500)**	**($6,151,069)**
Full-Time Equivalent Positions		**33.06**	**34.06**	**34.06**	**34.06**

Change from 2024 Adopted Budget to 2025 Budget

Revenue	
Increase in Misc. Rentals	$5,094
Appropriations from Reserve for Building Works (Ladder Access and Walkway)	$21,500
Total Revenue	**$26,593**

General Government

Expense	
Salaries & Benefits (IT and Communications)	$591,584
Materials & Supplies - Microsoft Licenses, Computer Replacement, Questica Software and Support, Building and Rentals and Other	$117,824
Contract Services-Asset Mgmt Plan-O.Reg 588, Walkway & Ladder Repairs	$54,021
Training, Membership and Other-Training , Indigenous Relations, Memberships, and Other	$23,760
Utilities and Insurance	$7,255
Recovery from Utiltity to Support Overheads (Finance, IT, HR)	($106,332)
Appropriations to Reserve-TSF to Succession Planning Holiday for 2024 and Decrease TSF to Building Rental Reserve	$23,129
Total Expense	**$711,242**
Net Increase over 2024 Adopted Budget	**($684,649)**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
City Hall/Building Rentals	($4,045,517)	($4,035,069)	($4,709,313)	($5,392,057)	($5,722,527)
Mayor and Council	($384,348)	($405,924)	($416,328)	($405,443)	($428,543)
Net Total	**($4,429,865)**	**($4,440,993)**	**($5,125,641)**	**($5,797,500)**	**($6,151,069)**

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,

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

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.

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.

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 timeframe where the application meets the criteria set out in the Code. For example, the timeframe 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 timeframe, 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 timeframe.

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 Services

Operations Budget	2023 Actual	2024 Budget	2025 Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$308,083	$304,610	$336,408	$383,630	$390,489
Miscellaneous Revenue	$2,500	-	-	-	-
Total Revenues	**$310,583**	**$304,610**	**$336,408**	**$383,630**	**$390,489**
Operating Expensives					
Salaries & Benefits	$2,717,355	$3,233,788	$3,246,478	$3,269,175	$3,291,353
Materials & Supplies	$226,539	$210,130	$242,390	$254,801	$255,920
Contract Services	$146,286	$152,444	$179,467	$168,819	$162,469
Training, Membership & Other	$80,364	$92,587	$169,556	$250,172	$252,125
Vehicle, Fleet, & Equipment	$108,705	$80,691	$75,617	$77,404	$84,330
Utilities and Insurance	$194,726	$217,351	$231,169	$246,623	$274,139
Internal Services/Recovery	($19,322)	($29,558)	($30,160)	($31,065)	($31,998)
Total Operating Expense	**$3,454,653**	**$3,957,433**	**$4,114,517**	**$4,235,929**	**$4,288,338**
Other Expense					
Appropriations from Reserve	-	$120,198	$200,326	$208,649	$218,063
Debt and Finance	$401,730	$344,228	$344,233	$344,237	$344,241
Transfer to Capital	-	-	$95,000	$95,000	-
Total Other Expense	**$401,730**	**$464,426**	**$639,559**	**$647,886**	**$562,304**
Net Total	**($3,545,800)**	**($4,117,249)**	**($4,417,668)**	**($4,500,185)**	**($4,460,153)**
Full-Time Equivalent Positions		**32.75**	**33.75**	**33.75**	**33.75**

Change from 2024 Adopted Budget to 2025 Budget

Revenue

User Charges Increase by	$31,798

Protection Services

Expense	
Salaries & Benefits	$12,690
Materials & Supplies - Equipment (Hose, Nozzles, Axes, Traffic Cones, etc.)	$32,260
Contract Services-Cloud Permitting Software	$27,023
Training, Membership and Other-Fire Training (O.Reg. 343/22)	$76,969
Vehicles, Fleet & Equipment	($5,074)
Utilities and Insurance	$13,818
Internal Service Recovery	($602)
Appropriations to Reserve	$80,128
Debt and Finance	$5
Transfer to Capital for SCBA Replacement	$95,000
Total Expense	**$332,217**
Net Increase over 2024 Adopted Budget	**$300,419**

Subservice	2023 Actual	2024 Budget	2025 Budget	2026 Projected	2027 Projected
Building Inspections	($127,409)	($396,211)	($438,446)	($388,088)	($385,898)
By-Law/POA	($258,738)	($460,758)	($446,646)	($442,813)	($448,294)
Emergency Measures	($14,791)	($97,284)	($22,952)	($23,654)	($24,254)
Fire	($3,120,184)	($3,129,418)	($3,474,415)	($3,610,217)	($3,565,868)
Police	($24,678)	($33,578)	($35,209)	($35,413)	($35,839)
Net Total	**($3,545,800)**	**($4,117,249)**	**($4,417,668)**	**($4,500,185)**	**($4,460,153)**

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.

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

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. 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.

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

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.

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.

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.

Winter Control and Operations:

The Roads Department's Winter Control Operations consist of sanding, snow plowing and removal, and sidewalk 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 stockpiles 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.

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.

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

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,

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

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 Services

Operations Budget	2023 Actual	2024 Budget	2025 Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$851,830	$1,075,020	$1,298,738	$1,388,215	$1,402,856
Government Funding	-	-	$508,442	$399,385	$341,552
Miscellaneous Revenue	$56,051	-	-	-	-
Appropriations from Reserve	-	$120,000	$20,000	$180,000	$20,000
Total Revenues	**$907,881**	**$1,195,020**	**$1,827,180**	**$1,967,600**	**$1,764,408**
Operating Expensives					
Salaries & Benefits	$3,751,636	$4,443,108	$4,765,290	$4,802,310	$4,763,729
Materials & Supplies	$1,072,343	$975,346	$1,085,654	$1,106,436	$1,098,461
Contract Services	$1,055,421	$1,470,230	$2,348,803	$2,672,867	$2,422,717
Training, Membership & Other	$29,100	$43,879	$67,523	$63,472	$71,953
Vehicle, Fleet, & Equipment	$1,628,276	$1,685,188	$1,779,402	$1,754,566	$1,786,443
Utilities and Insurance	$438,791	$449,069	$521,100	$550,049	$601,297
Internal Services/Recovery	$ (1,313,871)	$ (1,234,617)	$ (1,283,476)	$ (1,298,827)	$ (1,314,634)
Total Operating Expense	**$6,661,696**	**$7,832,203**	**$9,284,296**	**$9,650,873**	**$9,429,966**
Other Expense					
City Contribution	$99,733	$102,047	$90,882	$94,103	$98,175
Appropriations from Reserve	-	$788,000	$1,057,639	$1,070,785	$1,109,000
Debt and Finance	$528,665	$435,114	$489,068	$489,269	$1,215,976
Transfer to Capital	-	$907,030	$1,172,005	$3,420,250	$2,835,000
Total Other Expense	**$628,398**	**$2,232,191**	**$2,809,594**	**$5,074,407**	**$5,258,151**
Net Total	**$ (6,382,213)**	**$ (8,869,374)**	**$ (10,266,710)**	**$ (12,757,680)**	**$ (12,923,709)**
Full-Time Equivalent Positions		**43.1**	**43.1**	**43.1**	**43.1**

Transportation Services

Change from 2024 Adopted Budget to 2025 Budget	
Revenue	
Increased Transit Fare Revenue with New Model, Parking, Docks, and Consent Application Review Revenue	$223,718
Dedicated Gas Tax Allocated to the New Operating Model	$508,442
Decrease in Appropriations	($100,000)
Total Revenue	**$632,160**
Expense	
Salaries & Benefits	$322,182
Materials & Supplies-Computer replacement, Vehicle and Equipment Supplies, Materials and Supplies in Winter Control, Paved, Surface, Loosetop Roads	$110,308
Contract Services-New Transit Model, Line Painting , Roads/Paved/Loose	$878,573
Training, Membership and Other-Garage Diagnosis/Scanners Subscriptions , Civil 3D/MECP Training, Traffic Logic Renewal	$23,644
Vehicles, Fleet & Equipment	$94,214
Utilities and Insurance	$72,031
Recovery from Utility to Support Overheads (Finance, Customer Service, IT, HR)	($48,859)
City Contribution-Decrease in Contribution to Specialized Transit	($11,165)
Appropriations to Reserve-Increase in Transfer to the Parking Garage Reserve, Vehicles and Equipment Reserve & Docks	$269,639
Debt and Finance	$53,954
Transfer to Capital-2025 Municipal Paved Roads & Lanes	$264,975
Total Expense	**$2,029,496**
Net Increase over 2024 Adopted Budget	**$ (1,397,336)**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Docks & Wharfs	$70,437	$41,871	$36,745	$34,576	$31,635
Engineering & Administration	($771,477)	($1,031,811)	($1,360,512)	($1,401,326)	($1,410,648)
Garage & Warehouse	($450,344)	($1,486,526)	($1,511,137)	($1,603,578)	($1,521,419)
Parking	317,615	$523,471	$429,575	$435,819	$440,054
Roads & Bridges	($4,210,169)	($5,617,353)	($6,446,544)	($8,704,571)	($8,850,634)
Streetlighting	($271,199)	($153,306)	($169,200)	($172,384)	($173,031)
Transit	($352,788)	($390,260)	($471,637)	($557,016)	($636,132)
Winter Control	($714,288)	($755,460)	($774,000)	($789,200)	($803,534)
Net Total	**($6,382,213)**	**($8,869,374)**	**($10,266,710)**	**($12,757,680)**	**($12,923,709)**

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 depot. The recycling program is an effective tool to divert materials from the landill, both supporting the recycling and reuse of the materials and extending he life of the Landilll. The province's aim is to make 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 recieve the program funding

SERVICE DESCRIPTIONS-RECYCLING

Transfer Station and Depot Site:
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 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 commerical 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 residence and the depots.

Receiving Facility:
The Solid Waste Department operated a Recyclable Material Recieving 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

Recycling

Operations Budget	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$37,648	$51,750	$47,920	$49,100	$50,200
Miscellaneous Revenue	$855,042	$865,226	$1,309,925	$39,051	$31,900
Total Revenues	**$892,691**	**$916,976**	**$1,357,845**	**$88,151**	**$82,100**
Operating Expense					
Salaries & Benefits	$172,054	$81,227	$81,278	$81,278	$81,278
Materials & Supplies	$33,155	$60,500	$40,000	$38,350	$37,687
Contract Services	$64,289	$1			
Vehicle, Fleet, & Equipment	$159,924	$161,250	$165,550	$169,950	$168,000
Utilities and Insurance	$5,857	$7,500	$8,305	$8,827	$9,411
Total Operating Expense	**$435,279**	**$310,478**	**$295,133**	**$298,405**	**$296,376**
Net Total	**$457,412**	**$606,498**	**$1,062,712**	**($210,254)**	**($214,276)**
Full-Time Equivalent Positions		**1.5**	**1.5**	**1.5**	**1.5**

Change from 2024 Adopted Budget to 2025 Budget

Revenue	
User Charges Decrease	($3,830)
Miscellaneous Revenue-*Extension of GFL Contract for 18 Months*	$444,699
Total Revenue	**$440,869**
Expense	
Salaries & Benefits	$51
Materials & Supplies - Decrease in Required Facility Repairs and Maintenance	($20,500)
Vehicles, Fleet & Equipment	$4,300
Utilities and Insurance	$805
Total Expense	**($15,344)**
Net Increase over 2024 Adopted Budget	**$456,214**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Environment/Recycling	$457,411	$606,498	$1,062,712	($210,254)	($214,276)
Net Total	**$457,411**	**$606,498**	**$1,062,712**	**($210,254)**	**($214,276)**

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 cooridinate 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 Cemetarian provides burial site lookups and information requested. Service requests for headstones and grounds maintenance are logged and forwarded to staff. A log of historical information is used to preform 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 Cemetry if requested. Cleanup in the Spring closes out the campaign.

Cemetery Grounds Maintenance:
City staff preform 4 seasons 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, ditchin and other larger scopes.

Cemetery

Operations Budget	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Operating Expense					
City Contribution	$126,781	$115,772	$51,385	$91,054	$94,029
Total Operating Expense	**$126,781**	**$115,772**	**$51,385**	**$91,054**	**$94,029**
Net Total	**$126,781**	**$115,772**	**$51,385**	**$91,054**	**$94,029**
Full-Time Equivalent Positions		**2.5**	**2.5**	**2.5**	**2.5**

Change from 2024 Adopted Budget to 2025 Budget

Expense		
City Contribution-Decrease in Transfer to Reserve offset with Increased Fees	($64,387)	-55.56%
Net Decrease over 2024 Adopted Budget	**$64,387**	**0.33%**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Health/Cemetery	($126,781)	($115,772)	($51,385)	($91,054)	($94,029)
Net Total	**($126,781)**	**($115,772)**	**($51,385)**	**($91,054)**	**($94,029)**

RECREATION AND CULTURE

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-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 lesion instruction 5 days per week (approximately 295 lessons per year); pool is closed for 3 weeks in August for maintenance and cleaning.

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

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.

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 and Culture

Operations Budget	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$1,339,090	$1,541,001	$1,680,031	$1,740,099	$1,854,062
Government Funding	$14,111				
Miscellaneous Revenue	$24,345	$20,400	$21,900	$22,350	$22,300
Appropriations from Reserve		$10,000			
Total Revenues	**$1,377,547**	**$1,571,401**	**$1,701,931**	**$1,762,449**	**$1,876,362**
Operating Expense					
Salaries & Benefits	$3,198,790	$3,315,671	$3,359,821	$3,370,836	$3,382,957
Materials & Supplies	$433,299	$422,045	$409,350	$447,800	$416,225
Contract Services	$646,699	$604,680	$641,000	$654,575	$654,550
Training, Membership & Other	$37,756	$51,475	$53,525	$50,675	$51,250
Vehicle, Fleet, & Equipment	$103,623	$84,608	$103,608	$93,955	$95,973
Utilities and Insurance	$813,547	$821,515	$942,028	$984,822	$1,034,560
Internal Services/Recovery	($1,929)	($1,800)			
Total Operating Expense	**$5,231,862**	**$5,298,194**	**$5,509,332**	**$5,602,663**	**$5,635,515**
Other Expense					
City Contribution	$1,302,963	$1,502,756	$1,506,297	$1,514,035	$1,543,384
Appropriations to Reserve		$289,500	$423,500	$423,500	$413,500
Debt and Finance	$130,054	$167,983	$169,982	$169,983	$169,982
Total Other Expense	**$1,433,017**	**$1,960,239**	**$2,099,779**	**$2,107,518**	**$2,126,866**
Net Total	**($5,287,332)**	**($5,687,032)**	**($5,907,180)**	**($5,947,732)**	**($5,886,019)**
Full-Time Equivalent Positions		**58.98**	**57.48**	**57.48**	**57.48**

Change from 2024 Adopted Budget to 2025 Budget

Revenue	
User Charges Increase in Rec Centre Memberships, Area Rentals, and Rentals	$139,030
Miscellaneous Revenue	$1,500
Appropriations from Reserve	($10,000)
Total Revenue	**$130,530**

Recreation and Culture

Expense	
Salaries & Benefits	$44,150
Materials & Supplies	($12,695)
Contract Services-Janitorial, Compressor repairs, and Arena Start Up	$36,320
Training, Membership and Other	$2,050
Vehicles, Fleet & Equipment-Repairs & Maintenance	$19,000
Utilities and Services- MCL Rec Centre, Bowman Rec Centre, and Parks	$120,513
Internal Service/Recovery	$1,800
City Contribution-Net Increase to Library, Museum and Community	$3,541
Centres Appropriations to Reserve-Increase in transfer to Museum Reserve, MCL Recreation Centre and Sports Fields	$134,000
Debt and Finance	$1,999
Total Expense	**$350,678**
Net Increase over 2024 Adopted Budget	**($220,148)**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Community & Special Events	($33,019)	($57,016)	($69,575)	($69,575)	($60,500)
LOTW Museum & Library	($1,271,092)	($1,494,256)	($1,579,797)	($1,587,535)	($1,615,884)
Parks	($1,414,805)	($1,618,160)	($1,655,990)	($1,673,881)	($1,701,127)
Recreation Centres & Programs	($2,568,415)	($2,517,600)	($2,601,818)	($2,616,741)	($2,508,508)
Net Total	**($5,287,332)**	**($5,687,032)**	**($5,907,180)**	**($5,947,732)**	**($5,886,019)**

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 tradeshows 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 a 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.

Planning and Economic Development

Operations Budget	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$103,746	$87,770	$89,165	$93,830	$95,598
Government Funding	$124,555	$153,000	$153,000	$153,000	$153,000
Miscellaneous Revenue	$744,658	$124,407	$159,636	$162,321	$162,334
Appropriations from Reserve		$375,928		$20,000	
Total Revenues	**$972,959**	**$741,105**	**$401,801**	**$429,151**	**$410,932**
Operating Expense					
Salaries & Benefits	$1,317,451	$1,547,526	$1,550,969	$1,584,628	$1,617,351
Materials & Supplies	$57,725	$53,764	$50,620	$65,455	$56,987
Contract Services	$606,555	$115,301	$121,266	$123,465	$104,676
Training, Membership & Other	$135,439	$170,073	$170,572	$185,952	$192,240
Vehicle, Fleet, & Equipment	$521	$300	$306	$312	$315
Utilities and Insurance	$69,841	$83,316	$97,447	$103,092	$112,450
Total Operating Expense	**$2,187,532**	**$1,970,280**	**$1,991,180**	**$2,062,904**	**$2,084,019**
Other Expense					
City Contribution	$71,518	$125,000	$125,000	$200,000	$200,000
Debt and Finance	$142,338	$521,326	$145,828	$220,822	$560,381
Total Other Expense	**$213,856**	**$646,326**	**$270,828**	**$420,822**	**$760,381**
Net Total	**($1,428,750)**	**($1,875,500)**	**($1,860,207)**	**($2,054,575)**	**($2,433,468)**
Full-Time Equivalent Positions		**13.17**	**13.17**	**13.17**	**13.17**

Change from 2024 Adopted Budget to 2025 Budget	
Revenue	
User Charges	$1,395
Miscellaneous Revenue-Planning Fees	$35,229
Appropriations from Reserve-transfer from Reserve for Economic Development	($375,928)
Total Revenue	**($339,304)**
Expense	
Salaries & Benefits	$3,443
Materials & Supplies	($3,144)
Contract Services-Increase in Tourism Facilities with a Decrease for Bringing Water Testing in House	$5,965
Training, Membership and Other	$499
Vehicles, Fleet & Equipment	$6
Utilities and Insurance	$14,131
Debt and Finance-Economic Development Grant	($375,498)
Total Expense	**($354,598)**
Net Increase over 2024 Adopted Budget	**$15,293**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Business Enterprise Centre	($50,370)				
Development Services	($1,161,843)	($705,556)	($644,952)	($898,366)	($1,308,165)
Economic Development	($214,879)	($521,696)	($529,862)	($559,849)	($574,604)
Tourism	($1,397)	($648,248)	($685,393)	($596,360)	($550,699)
Net Total	**($1,428,750)**	**($1,875,500)**	**($1,860,207)**	**($2,054,575)**	**($2,433,468)**

EXTERNAL

Northwest 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.

External Services

Operations Budget	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$37,756	$50,000	$45,000	$50,000	$50,000
Government Funding	$419,015	$414,045	$416,045	$416,045	$416,000
Total Revenues	**$456,771**	**$464,045**	**$461,045**	**$466,045**	**$466,000**
Operating Expense					
Training, Membership & Other	$12,688	$14,000	$15,000	$16,000	$16,000
Utilities and Insurance	$191	$1,460	$1,470	$1,480	$1,490
Total Operating Expense	**$12,879**	**$15,460**	**$16,470**	**$17,480**	**$17,490**
Other Expense					
City Contribution	$12,358,780	$12,818,904	$13,985,613	$16,177,593	$16,662,909
Total Other Expense	**$12,358,780**	**$12,818,904**	**$13,985,613**	**$16,177,593**	**$16,662,909**
Net Total	**($11,914,888)**	**($12,370,319)**	**($13,541,038)**	**($15,729,028)**	**($16,214,399)**

Change from 2024 Adopted Budget to 2025 Budget

Revenue	
User Charges-OPP Reimbursements	($5,000)
Government Funding-Court Security and Prisoner Transport Grant	$2,000
Total Revenue	**($3,000)**
Expense	
City Contribution-OPP, KDSB, NWHU , Home for Aged, and Reduction to Museum & Specialized Transit	$2,775,6838
Ontario Provincial Police Rebate	($1,721,379)
North Western Health Unit Increase	$112,450
Training, Membership & Other	$1,000
Utilities and Insurance-OPP Ride Program	$10
Total Expense	**$ 1,167,648**
Net Increase over 2024 Adopted Budget	**($1,170,719)**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
External	($11,914,888)	($12,370,319)	($13,541,038)	($15,729,028)	($16,214,399)
Net Total	**($11,914,888)**	**($12,370,319)**	**($13,541,038)**	**($15,729,028)**	**($16,214,399)**

2025 ADOPTED BUDGET

SOLID WASTE UTILITY & WATER AND WASTEWATER

Lake of the Woods
KENORA

SOLID WASTE

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 Landlfill. 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 DESCRIPTIONS-SOLID WASTE

Landfill and Transfer Station Sites:
The Solid Waste Department operates the Kenora Area Landfill on the Jones oad and Transfer Station on Mellick Ave. The transfer station is open 7 days a week and closed on statutory holidays. Three rural garbage dpots are located on Ritchie Road, Austin Lake, and Peterson Road.
All of the collected garbage is eventually transferred to Kenora Area Landfill and staff track and monitor the incoming tonnages for the purpose 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 Hazardhous Waste DIsposal Program every Thursday at the Transfer Station. The program also allows for the collection of electronic waste. These waste streams are collceted 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 delievered 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 recieved.

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 seperated from the incoming material and temporarily stored for diversion to a metals recyling contractor. Construction waste us tracked seperately 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 bush 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	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$3,485,774	$3,378,784	$2,993,012	$3,011,208	$3,051,330
Government Funding	$13,278				
Miscellaneous Revenue	$69,097	$10,600	$10,600	$10,600	$10,600
Appropriations from Reserve					
Total Revenues	**$3,568,148**	**$3,389,384**	**$3,003,612**	**$3,021,808**	**$3,061,930**
Operating Expense					
Salaries & Benefits	$1,459,806	$1,434,533	$1,442,822	$1,447,595	$1,454,193
Materials & Supplies	$239,027	$204,700	$153,105	$154,450	$165,605
Contract Services	$145,268	$215,175	$184,120	$188,105	$137,330
Training, Membership & Other	$6,377	$22,500	$28,550	$29,400	$29,750
Vehicle, Fleet & Equipment	$857,109	$871,148	$882,177	$902,302	$714,180
Utilities and Insurance	$52,705	$51,991	$82,908	$89,514	$101,851
Internal Services/Recovery	($236,309)	($64,656)	($9,754)	$4,300	$18,774
Total Operating Expense	**$2,524,189**	**$2,735,391**	**$2,763,928**	**$2,815,666**	**$2,621,683**
Other Expense					
Debt and Finance	$329				
Total Other Expense	**$329**				
Net Total	**$1,047,031**	**$653,993**	**$239,684**	**$206,142**	**$440,247**
Full-Time Equivalent Positions		**16.33**	**16.55**	**16.55**	**16.55**

The operations surplus is allocated to the reserve to support the capital plan

Variance from 2024 Adopted Budget to 2025 Budget

Revenue	
Revenue Deceased Due to Reduction in Tipping Fees/Volume	$385,772
Expense	
Salaries and Benefits Increased General Increases	$8,289
Materials and Supplies Increased Due to Landfill Materials Projected to be Lower	($51,595)
Contract Services Decreased Due to 2024 Contract for New Landfill Review	($31,055)
Training Expenses Increased Due to Training Fees for New Employees	$6,050
Vehicles and Fleet Increased Due to Higher Use	$11,029
Utilities and Insurance Increased Due to Higher Premiums	$30,917
Recovery from Other Departments Projected to be Lower	$54,902
Net Decrease in Profit from 2024 to 2025	**$414,309**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Collections	$327,016	$102,439	$19,096	$18,418	$10,306
Disposals	$716,615	$551,554	$220,588	$187,724	$429,941
Net Total	**$1,047,031**	**$653,993**	**$239,684**	**$206,142**	**$440,247**

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 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 at 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 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

Operations Budget	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Revenues					
User Charges	$11,139,646	$11,578,735	$12,602,849	$13,703,775	$14,134,042
Total Revenues	-	-	-	-	-
	$11,139,646	**$11,578,735**	**$12,602,849**	**$13,703,775**	**$14,134,042**
Operating Expense					
Salaries & Benefits	$3,016,568	$3,398,878	$3,211,710	$3,233,864	$3,442,166
Materials & Supplies	$932,885	$1,074,819	$1,083,948	$1,090,665	$1,158,543
Contract Services	$850,320	$1,674,330	$1,175,458	$1,195,147	$1,029,262
Training, Membership & Other	$54,238	$62,574	$123,935	$127,389	$129,866
Vehicle, Fleet & Equipment	$459,030	$511,176	$538,360	$524,564	$550,906
Utilities and Insurance	$998,005	$1,092,487	$1,221,621	$1,286,629	$1,349,423
Internal Services/Recovery	$905,143	$1,053,233	$1,140,696	$1,182,756	$1,226,082
Total Operating Expense	**$7,216,189**	**$8,867,497**	**$8,495,728**	**$8,641,013**	**$8,886,248**
Other Expense					
Debt and Finance	$74,777	$73,061	$199,233	$199,234	$199,232
Total Other Expense	**$74,777**	**$73,061**	**$199,233**	**$199,234**	**$199,232**
Net Total	**$3,848,679**	**$2,638,177**	**$3,907,888**	**$4,863,528**	**$5,048,562**
FTE		**31.56**	**31.55**	**31.55**	**31.55**

The operations surplus is allocated to the reserve to support the capital plan

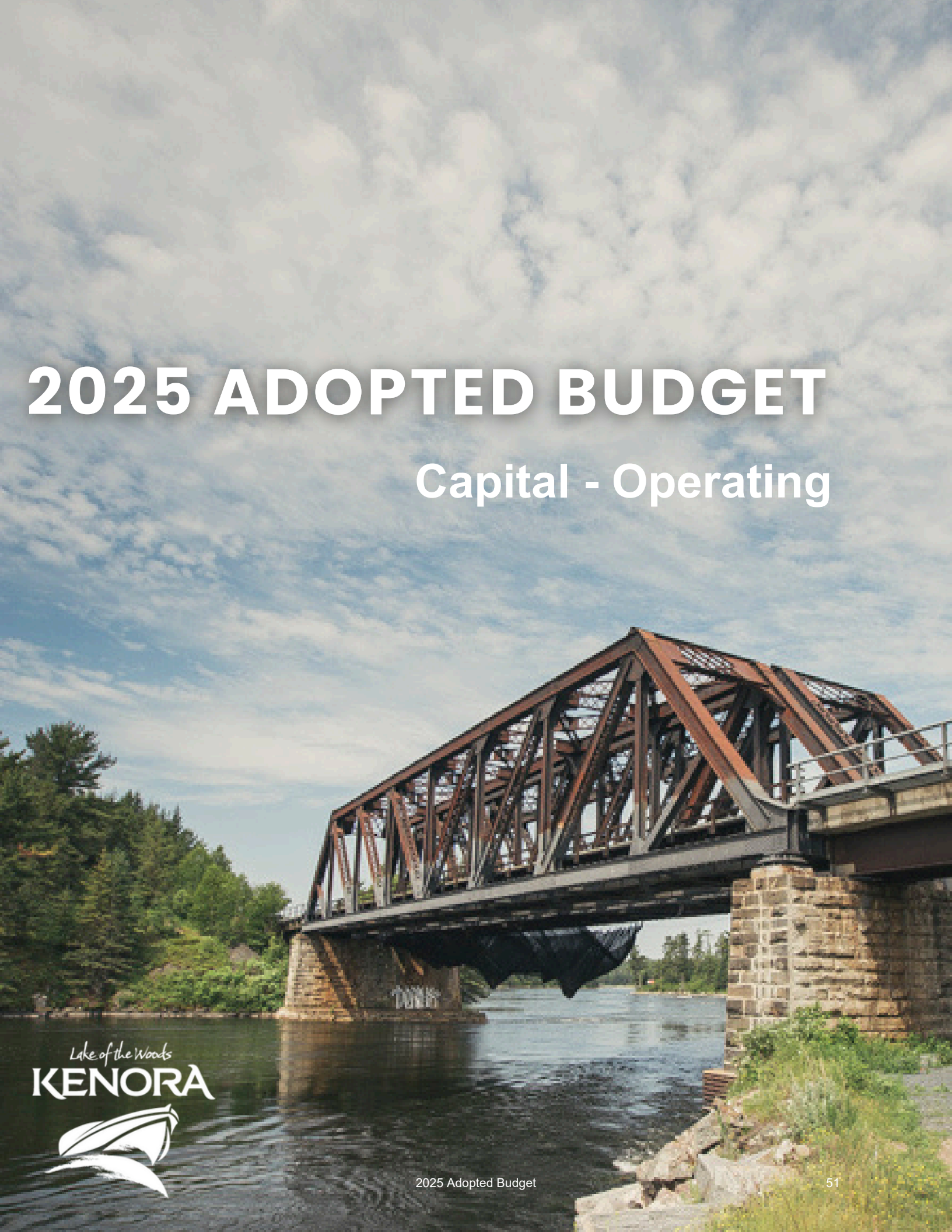
Variance from 2024 Adopted Budget to 2025 Budget

Revenue	
Increase in Revenues Reflects the Annual Increase in Sewer and Water Rates from Approved Bylaws (Includes Increase in Water and Wastewater fees and Charges)	($1,024,114)
Total Revenue	**($1,024,114)**
Expense	
Salaries and Benefits Decreased Due Position Realignment- Student Positions	($187,168)
Materials and Supplies Increased Due to Sewer Main Materials, Grinder Pump and Odor Eliminator Lower and Wye Lift Station	$9,129
Contract Services Decreased Due to Waterworks Connection Repair and STP Contract Services Capital Needs Assessment in 2024	($498,872)
Training, Membership & Other-Walkerton Training	$61,361
Vehicles and Fleet Increased Due to Increased Use of Own Equipment Rental Offset by higher Recovery	$27,184
Utilities and Insurance-Insurance Increased Due to Higher Rates for 2025 and Other Increased Due to Higher Allocations Services	$129,134
Internal Services/Recovery-Increased Due to Additional Support	$87,463
Increase Debt and Finance Fees Due to North Hamilton Lift Station Financing	$126,172
Net Increase in Profit from 2024 to 2025	**($1,269,711)**

Subservice	2023 Actual	2024 Budget	2025 Adopted Budget	2026 Projected	2027 Projected
Wastewater	$1,750,749	$808,972	$1,518,467	$2,094,155	$2,184,874
Water	$2,097,930	$1,829,205	$2,389,421	$2,772,373	$2,863,687
Net Total	**$3,848,679**	**$2,638,177**	**$3,907,888**	**$4,866,528**	**$5,048,561**

2025 ADOPTED BUDGET

Capital - Operating



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CAPITAL PROJECTS SUMMARY	PAGE NO.	Not included in 10yr ADOPTED BUDGET 2024	Ten Year Budget and Forecast ADOPTED BUDGET 2025	FORECAST 2026	2027	2028	2029	2030-2034	TEN YEAR TOTAL 2025-2034
GENERAL GOVERNMENT									
IT									
Network Upgrades	57	20,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
GENERAL GOVERNMENT TOTAL		**20,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**
PROTECTION SERVICES									
Fire Department									
Fire Fleet Capital Replacement Program	58	450,000		1,144,000	121,900	118,800		3,331,900	4,716,600
Scott SCBA Replacement	59	95,000	95,000	95,000	95,000				285,000
Fire Equipment Replacement						50,000		150,000	200,000
Bylaw									
Animal Control Shelter Renovation	61			150,000					150,000
PROTECTION SERVICES TOTAL		**545,000**	**95,000**	**1,389,000**	**216,900**	**168,800**		**3,481,900**	**5,351,600**
TRANSPORTATION SERVICES									
Bridge Maintenance									
Portage Bay Bridge Study, Design, Tender and Construction	62		300,000	10,000,000					10,300,000
Bridge Rehabilitation - Engineering Based on 2022 and 2024 Inspections	63		100,000	100,000	2,500,000	100,000	1,500,000	4,500,000	8,800,000
Paved Road Maintenance									
Arterial Roads Resurfacing	64	798,000	1,865,000	1,186,000		1,950,000	1,500,000	8,702,860	15,203,860
Municipal Paving	69	1,733,443	1,160,000	1,276,500	3,000,000	1,950,000	2,262,746	11,426,864	21,076,110
Municipal Lane Paving	74	55,000	60,000	60,000	65,000	70,000	85,000	475,000	815,000
Surface Treated Roads Maintenance									
Surface Treatment Roads	76	299,475	307,000	314,500	322,500	330,500	339,000	1,826,000	3,439,500
Loosetop Roads Maintenance									
Loosetop, Ditching and Culvert Replacement	77	262,500	269,000	275,750	282,500	289,750	297,000	1,600,500	3,014,500
Parking Rentals								-	
Parkade Structure Assessment and Rehabilitation	78	125,000	500,000						500,000
PW Barsky Facility									
Office Renovation and Expansion	79		30,000						30,000
Garage and Shop									
Garage & Shop Capital	80	36,000	52,000	53,550			20,000		125,550
General Vehicles & Equipment									
Fleet - Heavy Vehicles	81	728,700	822,000	450,000	840,500	743,600	805,000	3,575,500	7,236,600
Fleet - Light Vehicles	82	172,500	53,000	289,700	148,000			744,000	1,234,700
Engineering									
GPS Surveying Equipment	83				41,000			41,000	82,000
Engineering Environmental Compliance	84		62,500						62,500
Storm Sewers									
Storm Sewer Collection System Rehabilitation	85	260,000	300,000	307,500	315,000	323,000	331,000	1,784,500	3,361,000
TOTAL TRANSPORTATION SERVICES		**4,470,618**	**5,880,500**	**14,313,500**	**7,514,500**	**5,756,850**	**7,139,746**	**34,676,224**	**75,281,320**
ENVIRONMENT/RECYCLING									
Recycling Facility									
Recycling Bin Replacement	86				27,000			60,387	87,387
TOTAL ENVIRONMENTAL/RECYCLING					**27,000**			**60,387**	**87,387**

CAPITAL PROJECTS SUMMARY	PAGE NO.	Not included in 10yr ADOPTED BUDGET 2024	Ten Year Budget and Forecast ADOPTED BUDGET 2025	FORECAST 2026	2027	2028	2029	2030-2034	TEN YEAR TOTAL 2025-2034
RECREATION AND CULTURE									
Coney Island									
Coney Island - Playground Replacement	87		150,000						150,000
MSFC Pool									
Moncrief Construction Sports Centre - Multiple Projects	88	205,000	30,000	100,000	35,000				165,000
Moncrief Construction Sports Centre - Pool Projects	89		100,000						100,000
Moncrief Construction Sports Centre - Tennis Court Resurface	90			350,000					350,000
MCSC External Facilities									
MCSC Baseball Field Enhancement	91							1,000,000	1,000,000
Kenora Public Library									
Kenora Library - Window Replacement and Repair	92			50,000					50,000
Kenora Library - Interior Upgrades	93	25,000						450,000	450,000
Arts Centre									
Arts Centre - Furnace and AC Upgrades	94			30,000					30,000
TOTAL RECREATION AND CULTURE		**230,000**	**280,000**	**530,000**	**35,000**			**1,450,000**	**2,295,000**
PLANNING AND DEVELOPMENT									
Tourism Facilities									
Jarnell Contracting Pavilion - Floor and Side Panels	95			200,000		550,000			750,000
Infastructure						100,000	1,900,000		2,000,000
DTR Matheson & First St S-Construction Surface and Storm Works	96	60,000		5,500,000					5,500,000
DTR Matheson & First St S-Construction DTR Matheson-Main and 3rd St	97						135,000	4,950,000	5,085,000
TOTAL PLANNING AND DEVELOPMENT		**60,000**		**5,700,000**		**650,000**	**2,035,000**	**4,950,000**	**13,335,000**
TOTAL CITY CAPITAL PROGRAM		5,325,618	6,355,500	22,032,500	7,893,400	6,675,650	9,274,746	45,118,511	97,350,307

CAPITAL PROJECTS WITH FUNDING SOURCES		BUDGET 2025	FORECAST 2026	2027	2028	2029	2030-2034	TEN YEAR TOTAL 2025-2034
211-002-25 - Scott SCBA Replacement		95,000	95,000					190,000
313-001-25 - Arterial Roads Resurfacing			1,186,000					1,186,000
313-003-25 - Municipal Paving		175,000	1,276,500	1,850,000	1,950,000	1,762,746	11,426,864	18,441,110
313-004-25 - Municipal Lane Paving		58,505	60,000	65,000	70,000	85,000	475,000	813,505
314-001-25 - Surface Treatment Roads		307,000	314,500	322,500	330,500	339,000	1,826,000	3,439,500
315-001-25 - Loosetop, Ditching and Culvert Replacement		269,000	275,750	282,500	289,750	297,000	1,600,500	3,014,500
395-004-25 - Engineering Environmental Compliance Regulatory Changes		62,500						62,500
421-001-25 - Storm Sewer Collection System Rehabilitation		300,000	307,500	315,000	323,000	331,000	1,784,500	3,361,000
851-003-25 - DTR Matheson, Main and 3rd St						135,000	4,950,000	5,085,000
Net Tax Levy		**1,267,005**	**3,515,250**	**2,835,000**	**2,963,250**	**2,949,746**	**22,062,864**	**35,593,115**
313-001-25 - Arterial Roads Resurfacing		1,275,000			1,865,000	1,500,000	8,702,860	13,342,860
313-003-25 - Municipal Paving				1,150,000				1,150,000
Federal Gas Tax (CCBF)		**1,275,000**		**1,150,000**	**1,865,000**	**1,500,000**	**8,702,860**	**14,492,860**
211-001-25 - Fire Fleet Capital Replacement Program			375,000	50,000	1,030,800		3,084,760	4,540,560
211-003-25 - Fire Equipment Replacement					50,000		150,000	200,000
312-002-25 - Portage Bay Bridge Design and Construction			6,000,000					6,000,000
832-001-25 - Jarnell Contracting Pavilion - Side Panel Improvements and Roof Replacement					500,000			500,000
832-002-25 - Harbourfront Tourism and Special Events Building					100,000	1,900,000		2,000,000
851-002-25 - DTR Matheson & First St S-Construction			5,500,000					5,500,000
Debt Financed			**11,875,000**	**50,000**	**1,680,800**	**1,900,000**	**3,234,760**	**18,740,560**
312-002-25 - Portage Bay Bridge Design and Construction		300,000	4,000,000					4,300,000
312-003-25 - Bridge Rehabilitation - Progam		100,000	100,000	2,500,000	100,000	1,500,000	4,500,000	8,800,000
313-001-25 - Arterial Roads Resurfacing		590,000			85,000			675,000
313-003-25 - Municipal Paving		985,000				500,000		1,485,000
OCIF Funding		**1,975,000**	**4,100,000**	**2,500,000**	**185,000**	**2,000,000**	**4,500,000**	**15,260,000**
730-001-25 - MCL Sports Centre - Multiple Projects		21,999	73,330	25,666				120,995
735-003-25 - Moncrief Construction Sports Centre - Tennis Court Resurface			256,655					256,655
733-001-25 - Moncrief Construction Sports Centre - Pool Projects		73,330						73,330
714-002-25 - Coney Island - Playground Replacement		100,000						100,000
ICIP Funding		**195,329**	**329,985**	**25,666**				**550,980**
735-004-25 - MCSC small Diamond Expansion							750,000	750,000
MNDM Funding							**750,000**	**750,000**
134-001-25 - IT Capital Projects		100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
Computer Systems Reserve		**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**
211-001-25 - Fire Fleet Capital Replacement Program			769,000	71,900	88,000		247,140	1,176,040
Fire Fleet Reserve			**769,000**	**71,900**	**88,000**		**247,140**	**1,176,040**
211-002-25 - Scott SCBA Replacement				95,000				95,000
Fire Marque				**95,000**				**95,000**
241-001-25 - Animal Control Shelter Renovation			150,000					150,000
Dog Pound Reserve			**150,000**					**150,000**
313-004-25 - Municipal Lane Paving		1,495						1,495
Lane Paving Reserve		**1,495**						**1,495**
352-001-25 - Parkade Structure Assessment and Rehabilitation		500,000						500,000
Parking Rental Reserve		**500,000**						**500,000**

CAPITAL PROJECTS WITH FUNDING SOURCES		BUDGET 2025	FORECAST 2026	2027	2028	2029	2030-2034	TEN YEAR TOTAL 2025-2034
390-001-25 - Shop Exhaust Fan Replacement		30,000						30,000
Operations Facility Reserve		**30,000**						**30,000**
392-001-25 - Garage & Shop Capital		52,000	53,550			20,000		125,550
393-001-25 - Fleet - Heavy Vehicles		822,000	450,000	840,500	743,600	805,000	3,575,500	7,236,600
393-002-25 - Fleet - Light Vehicles		53,000	289,700	148,000			744,000	1,234,700
Vehicles & Equipment Replacement Reserve		**927,000**	**793,250**	**988,500**	**743,600**	**825,000**	**4,319,500**	**8,596,850**
GPS Surveying Equipment				41,000			41,000	82,000
Planning Reserve			**-**	**41,000**			**41,000**	**82,000**
455-001-25 - Recycling Bin Replacement - Depot Operation				27,000			60,387	87,387
Recycling Reserve				**27,000**			**60,387**	**87,387**
714-002-25 - Coney Island - Playground Replacement		50,000						50,000
Accessibility Reserve		**50,000**						**50,000**
730-001-25 - MCL Sports Centre - Multiple Projects		8,001	26,670	9,335				44,006
733-001-25 - Moncrief Construction Sports Centre - Pool Projects		26,670						26,670
735-003-25 - Moncrief Construction Sports Centre - Tennis Court Resurface			93,345					93,345
735-004-25 - MCSC small Diamond Expansion							250,000	250,000
Recreation Complex Reserve		**34,671**	**120,015**	**9,335**			**250,000**	**414,021**
771-001-25 - Kenora Library - Window Replacement and Repair			50,000					50,000
771-002-25 - Kenora Library - Interior Upgrades							450,000	450,000
Library Building Reserve			**50,000**				**450,000**	**500,000**
783-004-25 - Arts Centre - Furnace and AC Upgrades			30,000					30,000
Museum Building Reserve			**30,000**					**30,000**
832-001-25 - Jarnell Contracting Pavilion - Side Panel Improvements and Roof Replacement			200,000		50,000			250,000
Pavillion Reserve			**200,000**		**50,000**			**250,000**
Total of All Projects excluding WWW and SW		**6,355,500**	**22,032,500**	**7,893,401**	**7,675,650**	**9,274,746**	**45,118,511**	**98,350,308**

Project Name: IT Capital Projects

Project Number: 134-001-25

Department: IT

Description

This includes the City's firewalls, servers and SAN upgrades as a hyper-converged system. These systems are the most critical assets within the City's IT infrastructure. It is important that these systems be refreshed every 3-5 years to ensure continuity of the City's IT Services.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Computer Systems		100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
Total		**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**

Project Name: Fire Fleet Capital Replacement Program

Project Number: 211-001-25

Department: Fire Department

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

Partially Debt Financed 2026-2033

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing			375,000	50,000	30,800		3,084,760	3,540,560
Fire Equipment Reserve	450,000		769,000	71,900	88,000		247,140	1,176,040
Total	**450,000**		**1,144,000**	**121,900**	**118,800**		**3,331,900**	**4,716,600**

Project Name: Scott SCBA Replacement

Project Number: 211-002-25

Department: Fire Department

Description

Replace Self Contained Breathing Apparatus (SCBA)
Kenora Fire and Emergency Services 2001-2003 SCBA has reached the end of its life cycle and is no longer complaint 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.
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.
The replacement consists of 32 packs, cylinders, masks and update other related equipment.
This project would be financed over a 5-year lease ($95K per year) funded through revenue associated with Fire Marque and Net Tax Levy.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Fire Marque	95,000			95,000				95,000
Net Tax Levy		95,000	95,000					190,000
Total	**95,000**	**95,000**	**95,000**	**95,000**				**285,000**

Project Name: Fire Equipment Replacement

Project Number: 211-003-25

Department: Fire Department

Description

Replacement of aging Fire Department equipment:
Self Contained Breathing Apparatus (SCBA) – includes SCBA Paks, Bottles, Masks, RIT Pak
Communication Equipment – includes Base Radios (3), Mobile Radios (12), Portable Radios (24), Pagers (40).
Auto Extrication Equipment – includes Spreaders, Cutters, RAMS, Air Bags
Motorized Equipment – includes portable generators, portable pumps (firefighting and wildland), Positive Pressure (PPV) Fans
Currently replacement scheduled in 2028, 2031 and 2034.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing					50,000		150,000	200,000
Total					**50,000**		**150,000**	**200,000**

Project Name: Animal Control Shelter Renovation

Project Number: 241-001-25

Department: Bylaw

Description

Renovation to the existing Animal Control Shelter to provide building updates and separation of dogs and cats. The most recent pound inspection noted several deficiencies and requirements to update our pound including the safe handling of animals.

Total project $600,000 cost, with the by-law reserve providing $150,000 city seeking funding for $450,000.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Dog Pound (General) Reserve			150,000					150,000
Total			**150,000**					**150,000**

Project Name: Portage Bay Bridge Design and Construction

Project Number: 312-002-25

Department: Bridge Maintenance

Description

The Portage Bay Bridge was identified to be nearing the end of its service life in the bi-annual bridge inspections completed in 2022. The structure will require significant rehabilitation work due to the deteriorating concrete and steel components. The estimated cost of the rehabilitation is $3.5 million to $10 million.

In 2024, an enhanced assessment and rehab options analysis for the Portage Bay Bridge was completed. This analysis reviews options for a service-based long-term plan, including potential structural alterations, alternative locations, removal, change in use, or maintaining the current state.

In 2025 the design of the selected rehabilitation plan will occur with construction planned for 2026.

The Portage Bay Bridge is a single-lane bridge. While the assessment will have minimal impact to pedestrian and vehicle traffic, it is anticipated that the construction work will have longer impacts that require travel detours.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing			6,000,000					6,000,000
Ontario Community Investment Fund (OCIF)		300,000	4,000,000					4,300,000
Total		**300,000**	**10,000,000**					**10,300,000**

Project Name: Bridge Rehabilitation - Progam

Project Number: 312-003-25

Department: Bridge Maintenance

Description

Bridge Rehabilitation Project Includes:

2025: Cost to complete miscellaneous bridge repair work from the 2024 bi-annual bridge inspection
2026: Consulting engineering design and support for the Matheson St, 8th Av S, CP Pedestrian, Wpg River East/West Bridges
2027: Rehabilitation construction of Matheson St, 8th Ave S, CP Pedestrian, Wpg River East/West Bridges
2028: Consulting engineering design and support for the Parsons St Bridge
2029: Rehabilitation construction of Parsons Street Bridge
2030-2034: $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

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Ontario Community Investment Fund (OCIF)		100,000	100,000	2,500,000	100,000	1,500,000	4,500,000	8,800,000
Total		**100,000**	**100,000**	**2,500,000**	**100,000**	**1,500,000**	**4,500,000**	**8,800,000**

Project Name: Arterial Roads Resurfacing

Project Number: 313-001-25

Department: Paved Roads Maintenance

Description

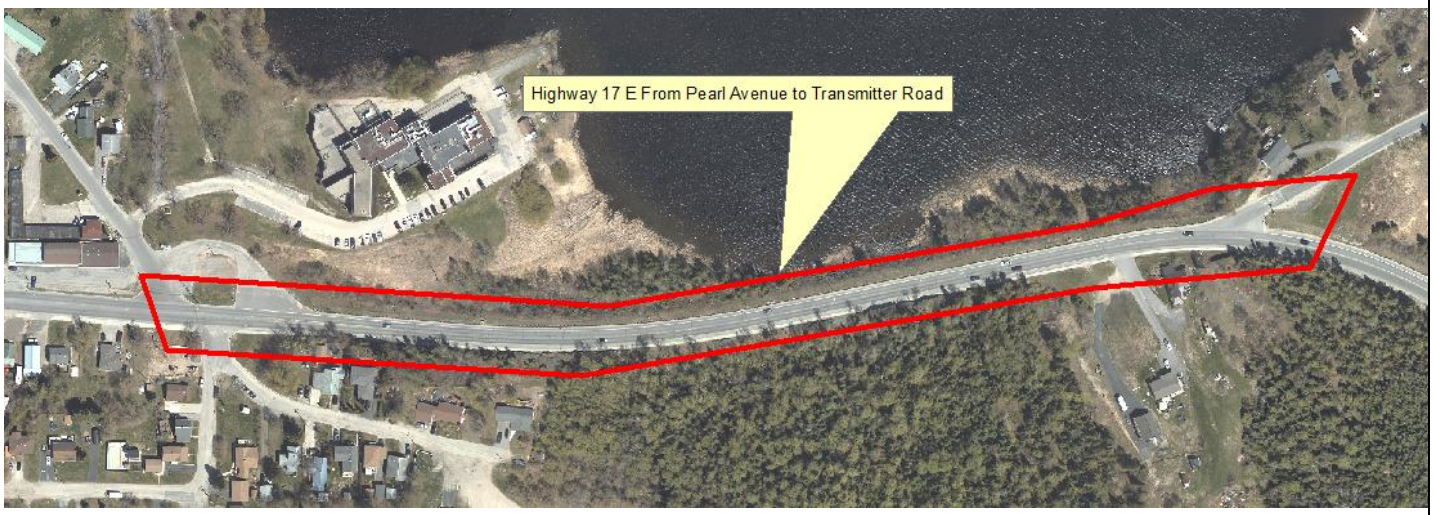
Resurfacing and Rehabilitation of the City's Arterial Roads.
The Arterial Roads Resurfacing Program identifies Arterial Roads in need of resurfacing ahead of complete degradation. Every 3 years, a pavement condition assessment is completed to support the prioritization of these rehabilitation projects. OCIF and Canada Community Building Funding are applied as funding sources as available.

2025: HWY 17 from Winnipeg River East Bridge to the west for 470 m
2026: HWY 17 E from Pearl Avenue to Transmitter Road
2028: Veterans Drive from CP Underpass to 9th Street N Intersection
2029: Jones Road Phase 1
2030: HWY 17 From Winnipeg River West Bridge to east for 480 m
2031: Railway Street from Phase 4 end to CP Rail Tracks
2032: Jones Road Phase 2
2033: Airport Road Phase 1 - Evergreen Ski Hill Area
2034: Jones Phase 3

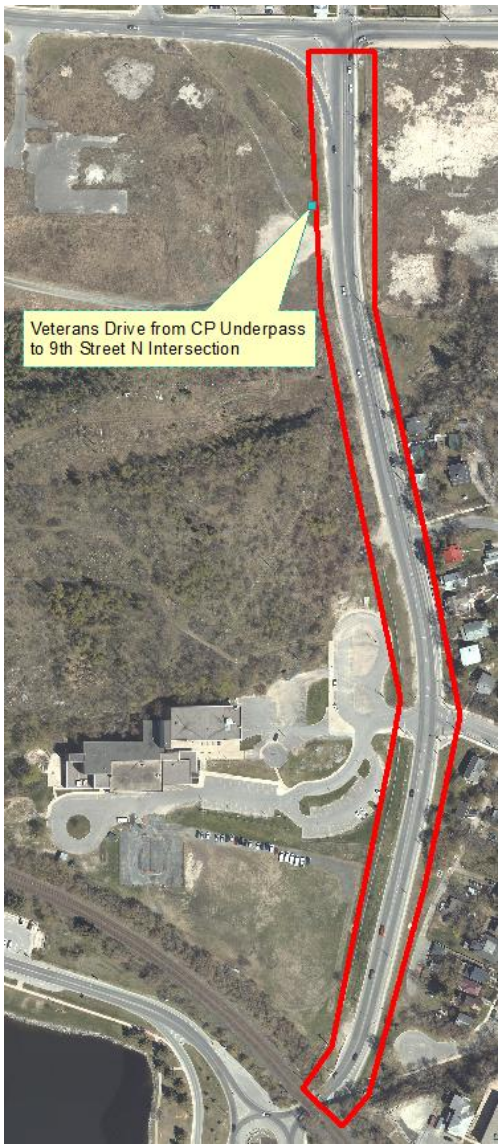
		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Canada Community Building Fund (CCBF)		1,275,000			1,865,000	1,500,000	8,702,860	13,342,860
Net Tax Levy			1,186,000					1,186,000
Ontario Community Investment Fund (OCIF)	798,000	590,000			85,000			
Total	**798,000**	**1,865,000**	**1,186,000**		**1,950,000**	**1,500,000**	**8,702,860**	**15,203,860**

2025: Highway 17 from Winnipeg River East Bridge to West for 470 m

2026: Highway 17 East from Pearl Avenue to Transmitter Road



2028: Veterans Drive from CP Underpass to 9th Street N Intersection



2029: Jones Road Phase 1

2030: Highway 17 From Winnipeg River West Bridge to east for 480 m

Project Name: Municipal Paving

Project Number: 313-003-25

Department: Paved Roads Maintenance

Description

Resurfacing and Rehabilitation of the City's lower volume roads.

The Municipal Paving Program identifies roads in need of resurfacing ahead of complete degradation. Every 3 years, a pavement condition assessment is completed to support the prioritization of these rehabilitation projects alongside internal road repair information.

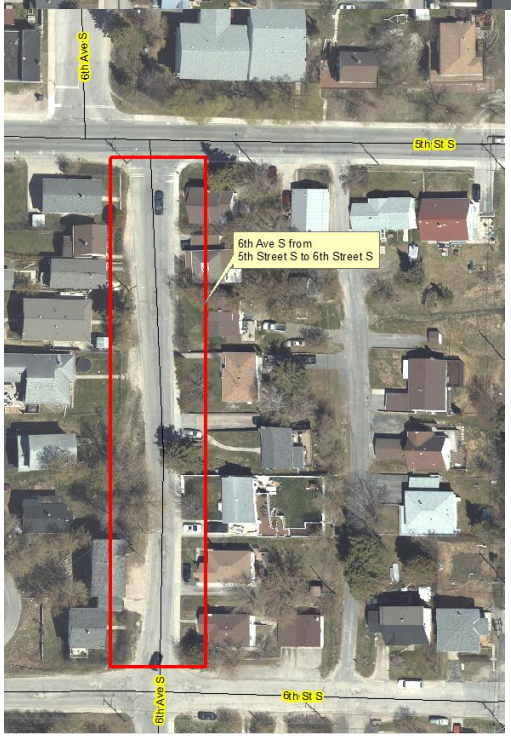
In 2025, a re-prioritization has been applied based on the frequency of servicing Ninth St N towards Beaver Brae High School. In the Spring months, severe pothole formation is requiring excessive maintenance. The storm water collection system will be upgraded/replaced as necessary and the sidewalk width will be updated to current standards.

2025: Ninth Street North from 12th Ave N to 13th Ave N
2026: 6th Street S from 5th Ave S to 7th Ave S | 6th Ave S from 5th Street S to 6th Ave S
2027: Rabbit Lake Road from Rabbit Lake Beach to Outen Road
2028: Valley Drive from Houghton Road to Minto Ave | Superior Street from 10th Street to Keewatin Public
2029: Gould Road from Railway Street to Transmitter Road
2030-2034: Fifth Street N from 4th Ave N to 8th Ave N | 4th Street N from Matheson Street to 7th Ave N | 17th and 18th Ave N from 6th Street N to 9th Street N

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Canada Community Building Fund (CCBF)				1,150,000				1,150,000
Net Tax Levy		175,000	1,276,500	1,850,000	1,950,000	1,762,746	11,426,864	18,441,110
Ontario Community Investment Fund (OCIF)	1,733,443	985,000				500,000		1,485,000
Total	**1,733,443**	**1,160,000**	**1,276,500**	**3,000,000**	**1,950,000**	**2,262,746**	**11,426,864**	**21,076,110**

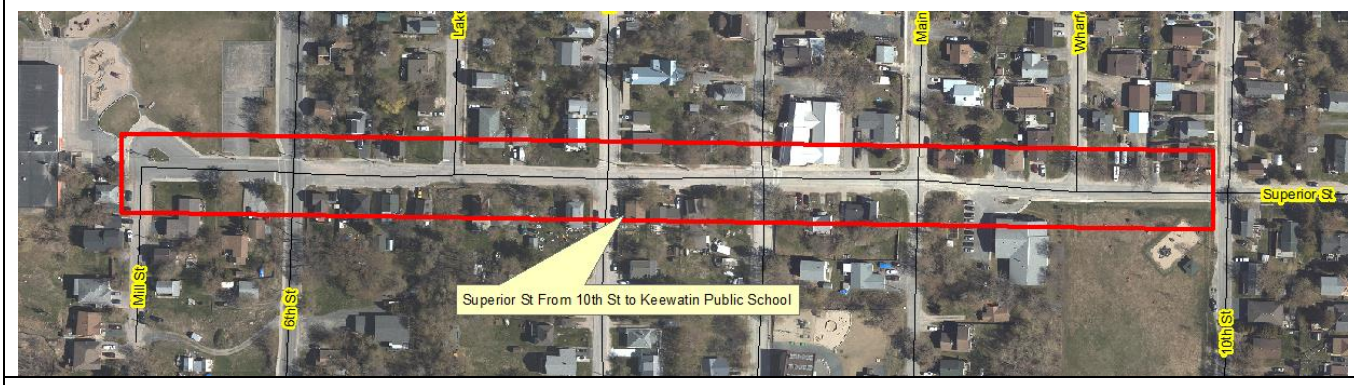
2025: Ninth Street North from 12th Ave N to 13th Ave N

2026: 6th Street South from 5th Ave S to 7th Ave S
6th Avenue South from 55h St S to 6th Ave S

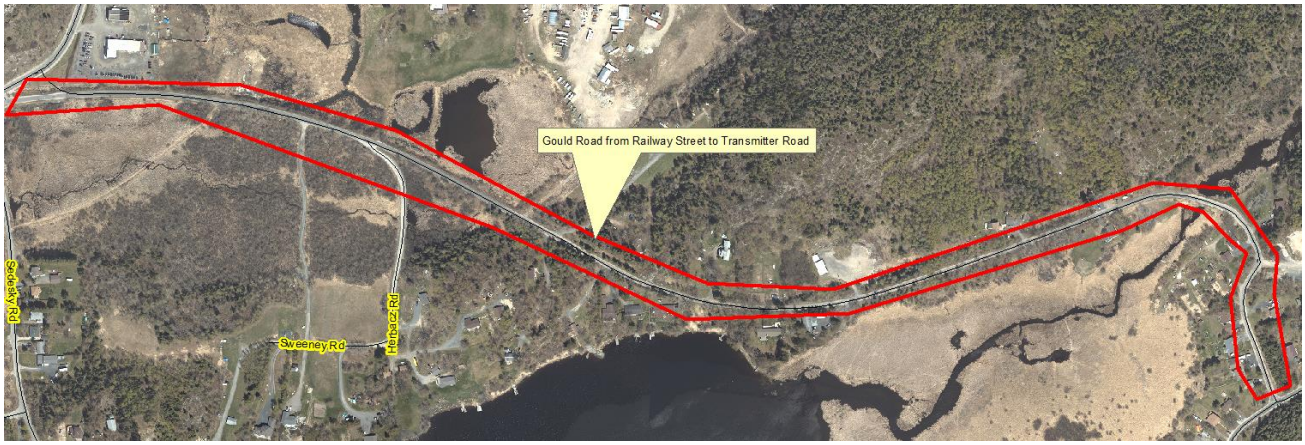


2027: Rabbit Lake Road from Rabbit Lake Beach to Outen Lane

2028: Valley Drive from Houghton Road to Minto Ave
Superior Street from 10th Streett to Keewatin Public School



2029: Gould Road from Railway Street to Transmitter Road
Fifth Street N from 4th Ave N to 8th Ave n
Fourth Street N from Matheson Street to 7th Ave n
17th and 18th Avenue N from 6th St n to 9th St N



Fourth Street N from Matheson St N to 7th Ave N
4th Ave N
7th Ave N
7th Ave

9th St N
17th Ave N From 6th St N to 9th St N
18th Ave N From 6th St N to 9th St N
6th St N

Project Name: Municipal Lane Paving

Project Number: 313-004-25

Department: Paved Roads Maintenance

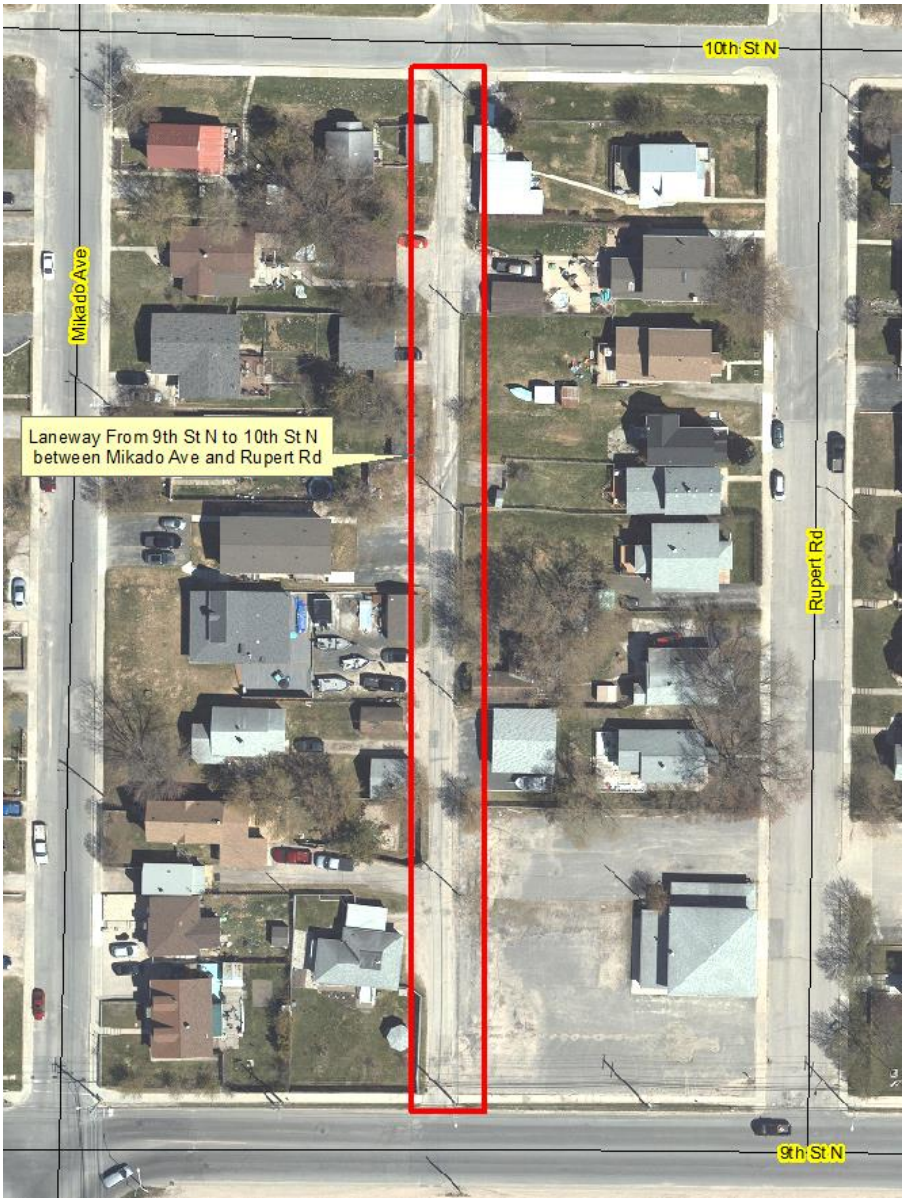
Description

Annual project related to repaving and paving of laneways. On an ongoing basis, the City's paved lanes are degrading faster than they are being rehabilitated. This project provides the rehabilitation work necessary to prevent degradation to the point of failure. The work is prioritized with support from the Pavement Condition Index assessment and maintenance calls to the City's roads department.

2025: From Ninth Street N to 10th Street N Between Mikado Ave and Rupert Road.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy		58,505	60,000	65,000	70,000	85,000	475,000	813,505
Sidewalks / Lane Paving Reserve	55,000	1,495						1,495
Total	**55,000**	**60,000**	**60,000**	**65,000**	**70,000**	**85,000**	**475,000**	**815,000**

2025:


10th St N
Mikado Ave
Laneway From 9th St N to 10th St N
between Mikado Ave and Rupert Rd
Rupert Rd
9th St N

Project Name: Surface Treatment Roads

Project Number: 314-001-25

Department: Surface Treated Roads Maintenance

Description

Project includes applying, replacing and repairing existing hard surfaced sections of roads that are need of repair or that have reached the end of their service life.
Required work is assessed on an annual basis following Spring thaw.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy	299,475	307,000	314,500	322,500	330,500	339,000	1,826,000	3,439,500
Total	**299,475**	**307,000**	**314,500**	**322,500**	**330,500**	**339,000**	**1,826,000**	**3,439,500**

Project Name: Loosetop, Ditching and Culvert Replacement

Project Number: 315-001-25

Department: Loosetop Roads Maintenance

Description

Annual rehabilitation of loose top roads with gravel (gravel A) material to re-establish road crown, clean out the existing ditches for proper drainage, clean out or replacement of culverts where they have failed due to clogging or collapse and remove and recover exposed large rock or corduroy timbers as required.

Priority is assessed annually following review of rural road condition following spring thaw.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy	262,500	269,000	275,750	282,500	289,750	297,000	1,600,500	3,014,500
Total	**262,500**	**269,000**	**275,750**	**282,500**	**289,750**	**297,000**	**1,600,500**	**3,014,500**

Project Name: Parkade Structure Assessment and Rehabilitation

Project Number: 352-001-25

Department: Parking Rentals

Description

In 2024 a detailed deck survey, concrete substructure condition survey and structure evaluation are being completed based on recommendations from the 2022 bi-annual bridge and parkade inspection.

This project includes an estimated budget to proceed with the rehabilitation work required following the receipt of the assessment report.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Parkade / Parking Rentals Reserve	125,000	500,000						500,000
Total	**125,000**	**500,000**						**500,000**

Project Name: Shop Exhaust Fan Replacement

Project Number: 390-001-25

Department: PW Barsky Facility

Description

Replace Exhaust Fans in Mechanics Shops

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Operations Facility Reserve		30,000						30,000
Total		**30,000**						**30,000**

Project Name: Garage & Shop Capital

Project Number: 392-001-25

Department: Garage and Shop

Description

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.

2025: Front-End Vehicle Alignment Machine, Smart Speed Swing-Arm Tire Changer
2026: Replacement of (2) post hoists
2029: Crane cable replacement

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Vehicle/Equipment Repl. Reserve	36,000	52,000	53,550			20,000		125,550
Total	**36,000**	**52,000**	**53,550**			**20,000**		**125,550**

Project Name: Fleet - Heavy Vehicles

Project Number: 393-001-25

Department: General Vehicles & Equipment

Description

The City's Heavy Fleet consists of City's large equipment such as plow trucks, excavators, and graders. Long term equipment replacement planning decisions are guided by a combination of accumulated operated hours or mileage and the progressively escalating maintenance expenses for each unit.

The practice of repurposing is implemented where possible, assigning units to tasks that involve lower operational hours or mileage as they age. This reallocation extends the service life of the City's fleet, reducing annual expenditure.

2025: Roads - Grader I Parks - Cemetery Mower
2026: Roads - Rubber tire Excavator | Sidewalk/Bridge Washing Truck - repurposed from Water Delivery
2027: Recycle Co Mingle Truck (Tax Levy - 50% Portion) I Roads - Single Axle Dump-Sander I Roads - Mini Rubber Track Excavator
2028: Roads - 4500 Pickup Dump w/ Plow I Roads - Excavator Rock Breaker Attachment I Roads - Rubber Tire Backhoe Loader I Roads - Roller/Compacter
2029: Parks - Mower | Roads - Tandem Dump Truck W/ Plow | Roads - Loader

Outgoing Vehicles:
2025: 2001 Grader I 2015 Cemetery Mower
2026: 2004 Rubber tire Excavator | 1999 Bridge Washing Truck
2027: 2009 Recycle Co Mingle truck I 2017 Single Axle Dump-Sander I 2012 Mini Rubber Track Excavator
2028: 2001 Service Truck I 2010 Rock Breaker Attachment I 2016 Rubber Tire Backhoe Loader I 2017 Compacter/ Roller
2029: 2021 Mower | 2014 Tandem Dump Truck w/ Plow | 2011 Loader

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Vehicle/Equipment Repl. Reserve	728,700	822,000	450,000	840,500	743,600	805,000	3,575,500	7,236,600
Total	**728,700**	**822,000**	**450,000**	**840,500**	**743,600**	**805,000**	**3,575,500**	**7,236,600**

Project Name: Fleet - Light Vehicles

Project Number: 393-002-25

Department: General Vehicles & Equipment

Description

The City's Light Fleet consists of City's smaller equipment such as pickup trucks and SUV's, or trailers. Long term equipment replacement planning decisions are guided by a combination of accumulated operated hours or mileage and the progressively escalating maintenance expenses for each unit.

The practice of repurposing is implemented where possible, assigning units to tasks that involve lower operational hours or mileage as they age. This reallocation extends the service life of the City's fleet, reducing annual expenditure.

2025: Tourism - Light SUV
2026: Roads - 3/4 Ton Truck I Facilities - 1/2 Ton Truck I Roads - Tandem Trailer I Parks - Tandem Trailer | Planning & Building - 1/2 ton truck |
2027: By-Law - (2) 1/2 Ton Trucks
2028/9: No Vehicle Replacements

Outgoing Vehicles:
2025: 2010 1 Ton Van Repurposed to Parks to replace 2004 Pickup
2026: 2011 3/4 Ton Truck Repurposed to Parks | 2014 1/2 Ton Truck Repurposed to Parks | 2003 Trailer | 2015 SUV Repurposed to Engineering |
2027: (2) 2015 1/2 Tons Repurposed to Parks
2030: No Vehicle Replacements

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Vehicle/Equipment Repl. Reserve	172,500	53,000	289,700	148,000			744,000	1,234,700
Total	**172,500**	**53,000**	**289,700**	**148,000**			**744,000**	**1,234,700**

Project Name: GPS Surveying Equipment

Project Number: 395-003-25

Department: Engineering

Description

Replacement of Trimble GPS survey equipment.
The current survey equipment purchased in 2015 will reach the end of its service life in 2027, requiring replacement.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
GIS Reserve				41,000			41,000	82,000
Total				**41,000**			**41,000**	**82,000**

Project Name: Engineering Environmental Compliance Regulatory Changes

Project Number: 395-004-25

Department: Engineering

Description

The City's Environmental Compliance Approval (ECA) for the storm and wastewater collection systems is the governing documents that prescribe the City's responsibilities and obligations to continue to operate, make changes (upgrades) and plan in relation to City's storm and wastewater systems.

The Province of Ontario provided updated ECA in August of 2023, with new documentation requirements by 2025 and 2026. The main primary deliverable is a storm water and wastewater collection system operating and maintenance plan plan model.

One benefit in the operating model is the application to review of development initiatives' and capital planning. The model will provide the City with information on available capacity and pinch points are located within the storm water and waste water systems.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy		62,500						62,500
Sewer/Water Reserve		62,500						62,500
Total		**125,000**						**125,000**

Project Name: Storm Sewer Collection System Rehabilitation

Project Number: 421-001-25

Department: Storm Sewers

Description

Rehabilitation or replacement of storm sewer catch basins, piping and associated manholes.

This program funds renewal of the City's stormwater systems that are in great need of repair. Projects are prioritized annually as camera inspections are performed throughout the City.

2025: Replacement of storm water infrastructure in the 4th Ave S neighbourhood using trenchless technologies and an Airport Road large crossing culvert.

Continued CCTV inspection in 2025 and future years will determine the future repair locations.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy	260,000	300,000	307,500	315,000	323,000	331,000	1,784,500	3,361,000
Total	**260,000**	**300,000**	**307,500**	**315,000**	**323,000**	**331,000**	**1,784,500**	**3,361,000**

Project Name: Recycling Bin Replacement - Depot Operation

Project Number: 455-001-25

Department: Recycling Facility

Description

Replacement of (3) 6-yard bins for handing recyclables at the Transfer Station

One bin replacement in each 2027, 2030 and 2033

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Recycling Reserve	25,000			27,000			60,387	87,387
Total	**25,000**			**27,000**			**60,387**	**87,387**

Project Name: Coney Island - Playground Replacement

Project Number: 714-002-25

Department: Coney Island

Description

Project involves replacing 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.

The City performs annual audits of its playground equipment. The existing equipment has reached the end of it's service life and does not meet accessibility standards. Standards for accessible playgrounds will apply the design of then new playground.

The City has received $100,000 from Employment and Social Development Canada that may be leverageable for additional funding.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Accessibility Reserve		50,000						50,000
Economic and Social Development Canada		100,000						100,000
Total		**150,000**						**150,000**

Project Name: MCL Sports Centre - Multiple Projects

Project Number: 730-001-25

Department: MCSC Complex

Description

Continuation of the 2023 ICIP funding project, the following projects will be completed:

2025: Hot water tanks are at end of service life throughout the facility, and are being replaced in 2025
2026: To fully repair the wellness centre roof, which had roof patches completed in 2020
2027: The waterslide structure will require repairs to the columns and corrosion resistant coating

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Investing in Canada Infrastructure Program (ICIP)		21,999	73,330	25,666				120,995
Recreation Complexes Reserve	205,000	8,001	26,670	9,335				44,006
Total	**205,000**	**30,000**	**100,000**	**35,000**				**165,000**

Project Name: Moncrief Construction Sports Centre - Pool Projects

Project Number: 733-001-25

Department: MSFC Pool

Description

Continuation of the 2023 ICIP funding project, the following projects will be completed:

2025: The ceramic tile lining the leisure pool has aged and takes considerable time to repair and re-paint annually. The pool will be blasted to remove all existing paint, and re-coated.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Investing in Canada Infrastructure Program (ICIP)		73,330						73,330
Recreation Complexes Reserve		26,670						26,670
Total		**100,000**						**100,000**

Project Name: Moncrief Construction Sports Centre - Tennis Court Resurface

Project Number: 735-003-25

Department: MCSC External Facilities

Description

Continuation of the 2023 ICIP funding project, the following are projects will be completed:

2026: Resurface the tennis courts at the Moncrief Construction Sports Centre.

The court surface is currently cracked and uneven, resulting in erratic ball movement and gameplay.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Investing in Canada Infrastructure Program (ICIP)			256,655					256,655
Recreation Complexes Reserve			93,345					93,345
Total			**350,000**					**350,000**

Project Name: MCSC small Diamond Expansion

Project Number: 735-004-25

Department: MCSC External Facilities

Description

Enhancement to the small diamond at the Moncrief Construction Sports Centre to a full sized baseball field in 2030.
The recreation and culture team, with assistance from user groups, will go through a comprehensive capital funding campaign, with the hopes of hosting major tournaments and competitions with two full sized fields together, and more improvements to come.
Current Bathrooms will need to be demolished and replaced with concession/bathroom set up.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Northern ON Heritage Fund Corp (NOHFC)							750,000	750,000
Recreation Complexes Reserve							250,000	250,000
Total							**1,000,000**	**1,000,000**

Project Name: Kenora Library - Window Replacement and Repair

Project Number: 771-001-25

Department: Kenora Public Library

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.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Library Building Reserve			50,000					50,000
Total			**50,000**					**50,000**

Project Name: Kenora Library - Interior Upgrades

Project Number: 771-002-25

Department: Kenora Public Library

Description

Multiple accessibility upgrades to the interior space of the Kenora Library.

Included in the scope of work is an accessible washroom facility, upgrades to second washroom for family washroom, new carpeting to replace the 33 years old carpet, updated lighting with daylight adjustment, wheelchair accessible book shelves, mobility friendly furnishings, energy efficiency upgrades and more.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Library Building Reserve							450,000	450,000
Total							**450,000**	**450,000**

Project Name: Arts Centre - Furnace and AC Upgrades

Project Number: 783-004-25

Department: Arts Centre

Description

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

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Museum Building Reserve			30,000					30,000
Total			**30,000**					**30,000**

Project Name: Jarnell Contracting Pavilion - Side Panel Improvements and Roof Replacement

Project Number: 832-001-25

Department: Tourism Facilities

Description

2025 - Side Panel enhancements to improve the functional use of the panels for weather conditions. Side panels nearing end of life with rips and issues with the gear boxes. Further in turbulent weather the side panels can pop out of tracks.

2028 - Replacement of fabric roof over Jarnel Contracting Pavilion. Roof was installed 2011. Currently there is a significant tear over the stage area that leaks as well as the roof vents.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing					500,000			500,000
Pavilion Reserve			200,000		50,000			250,000
Total			**200,000**		**550,000**			**750,000**

Project Name: DTR Matheson & First St S-Construction

Project Number: 851-002-25

Department: Infrastructure

Description

The Downtown Revitalization (DTR) project includes the road and sidewalk renewal, and the water, wastewater and storm infrastructure replacement 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.

This next phase of DTR will renew and help beautify the downtown core, unifying with the previously completed areas related to Main Street South (2008), Second Street South (2014) and Chipman Street (2018).

Detailed design is being completed in 2024 with construction of this project planned for 2026. Administration will seek additional external funding with a complete, updated detail design and tender package. At this time, funding for this project will be partially paid for by debt financing and by the sewer water reserve.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing	60,000		5,500,000					5,500,000
Sewer Water Reserve			1,265,000					1,265,000
Total	**60,000**		**6,765,000**					**6,765,000**

Project Name: DTR Matheson, Main and 3rd St

Project Number: 851-003-25

Department: Infrastructure

Description

Rehabilitation and reconstruction of:
Main Street S from 2nd Street S to the Main Street Pier,
Matheson Street S from 2nd Street S to 1st Avenue S, and
Third Street S from Main Street S to Matheson Street S.

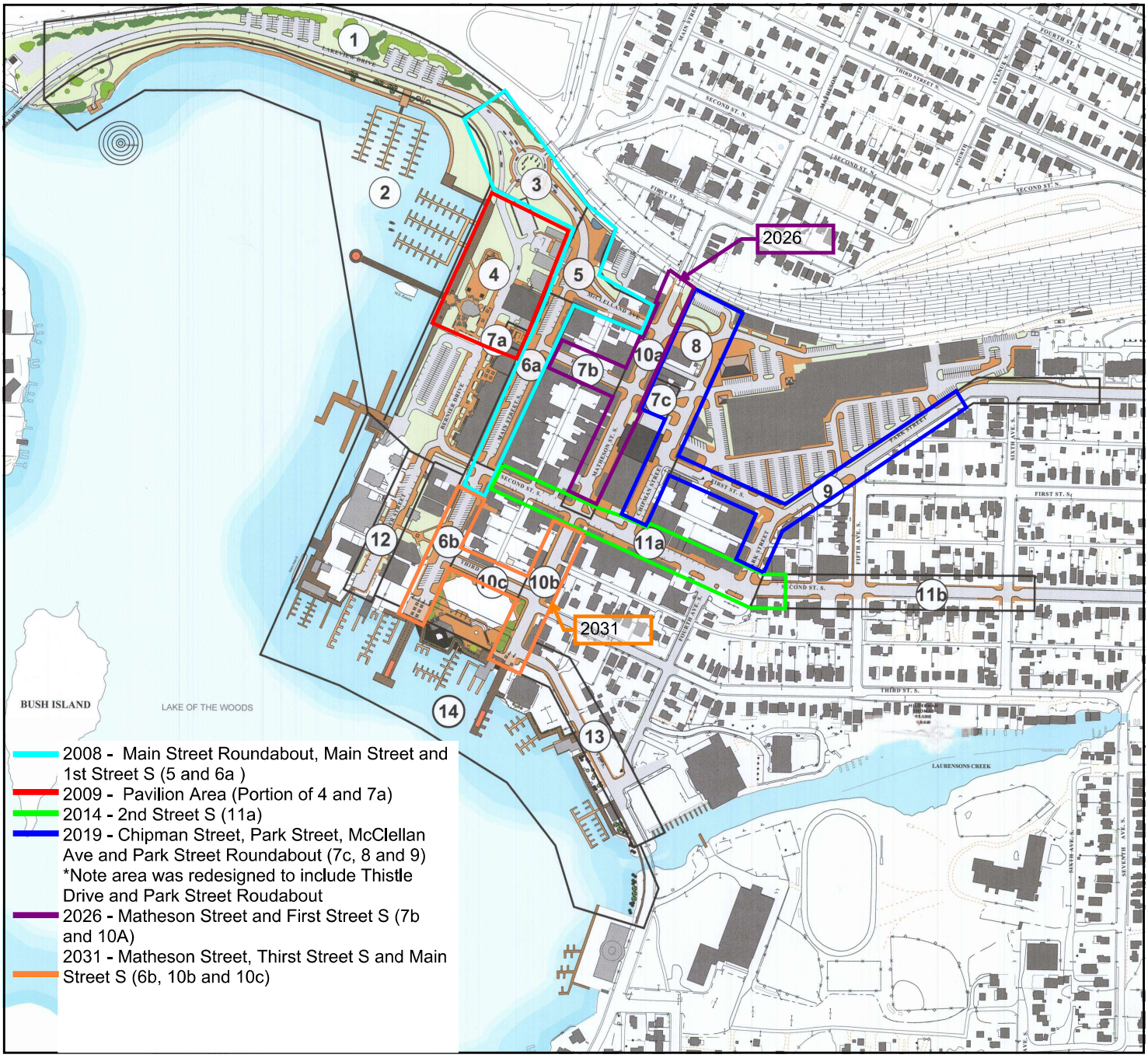
The road surface is deteriorating and will be due for replacement in 2031. In addition, the underground infrastructure is over 100 years old. The project will include the installation of street and landscaping features that will compliment the works completed throughout the rest of the downtown core.

The project will span three years, with pre-design/feasibility works in 2029, detailed design works in 2030 and construction in 2031.

Administration will be seeking external funding to support the work. At this time, funding for this project will be partially paid for by net tax levy and by the sewer water reserve.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy						135,000	4,950,000	5,085,000
Sewer/Water Reserve						105,000	3,850,000	3,955,000
Total						**240,000**	**8,800,000**	**9,040,000**

Downtown Revitalization Phasing Plan



2025 ADOPTED BUDGET

Capital - Water & Wastewater and Solid Waste

Lake of the Woods
KENORA

AMANDA KERR

Lake of the Woods
KENORA

CAPITAL PROJECTS SUMMARY	PAGE NO.	Not included in 10yr ADOPTED BUDGET 2024	Ten Year Budget and Forecast ADOPTED BUDGET 2025	FORECAST 2026	2027	2028	2029	2030-2034	TEN YEAR TOTAL 2025-2034
CAPITAL PROGRAM- Water & Wastewater and Solid Waste									
Water and Wastewater		4,466,125	4,930,300	5,108,300	11,415,450	6,778,050	26,651,222	42,471,838	97,355,160
Solid Waste		710,000	136,500	400,000	241,500	393,000	580,000	1,887,000	3,638,000
Total Capital Program- Water & Wastewater Totals		**5,176,125**	**5,066,800**	**5,508,300**	**11,656,950**	**7,171,050**	**27,231,222**	**44,358,838**	**100,993,160**
WATER AND WASTEWATER OPERATIONS									
Water and Wastewater									
Engineering Compliance	103		62,500						62,500
Sanitary System									
Wastewater Collection Piping System Renewal	104	1,415,500	1,495,500	765,000	1,650,000	900,000	2,072,112	8,288,448	15,171,060
Wastewater Piping System Relining	109	400,000						700,000	700,000
Hospital Servicing - Wastewater Collection	110					35,000		2,000,000	2,035,000
Norman/Keewatin Sewer Redundancy	111					115,000	9,385,000		9,500,000
Sewer Lift Station									
Pumping Station Roof Replacement	112	80,000	80,000						80,000
Replacement of Liftstation Pumps	113	76,875	78,800	80,750	82,750	84,850	87,000	468,650	882,800
Electrical Transformer Delta/Wye Conversion for Lift Stations	114	51,250	65,000	85,000	72,000	74,000	76,000	410,000	782,000
Lift Station Renewal Program	115	487,000	133,000	137,000	210,000	200,000	205,000	1,100,000	1,985,000
Sewage Treatment Plant									
Replace MCC at the WWTP Headworks (Bldg 100)	116		300,000						300,000
WWTP - Aeration Tank Piping Repair and Replacement	117	50,000	200,000						200,000
Replace MCC at the WWTP Digestor Building (Bldg 400)	118			35,000	400,000				435,000
WWTP - Replace Scum Box East Clarifier	119				25,000				25,000
WWTP - SCADA Update Design and Costing	120		50,000						50,000
WWTP - Replace Sluice Gate and Valve Stems	121		20,000	180,000					200,000
WWTP - Replace Screw Pump Electric Generator	122		50,000	450,000					500,000
WWTP Capital Upgrades	123			300,000	5,700,000			6,850,000	12,850,000
W&S Vehicles & Equip									
Fleet - Water and Wastewater Vehicles	124	390,000		595,550	125,700	169,200	364,000	1,516,300	2,770,750
Waterworks									
Watermain Renewal Program	125	1,415,500	1,495,500	765,000	1,650,000	900,000	2,072,110	8,288,440	15,171,050
Coney Island Watermain Replacement	126	60,000		150,000		150,000		150,000	450,000
Hospital Servicing - Watermain	127					35,000		2,000,000	2,035,000
Norman/Keewatin Water Redundancy	128					115,000	9,385,000		9,500,000
Standpipe & Booster									
Replacement of Norman Booster Station MCC/PLC	129			300,000					300,000
Water Treatment Plant									
WTP Pump Replacement	130	100,000	900,000		1,200,000		1,200,000		3,300,000
WTP Capital Upgrades	131				300,000	4,000,000	1,700,000	6,850,000	12,850,000
Downtown Renewal									
DTR Matheson & First St S_Construction	132			1,265,000					1,265,000
DTR Matheson, Main and 3rd St	133						105,000	3,850,000	3,955,000
WATER & WASTEWATER TOTALS		**4,466,125**	**4,930,300**	**5,108,300**	**11,415,450**	**6,778,050**	**26,651,222**	**42,471,838**	**97,355,160**
SOLID WASTE OPERATIONS									
Transfer Facility									
Purchase 40 Yard Bins for Waste Haulage to Landfill	135	45,000			50,000			100,667	150,667
Vehicles & Equipment									
Fleet- Solid Waste Vehicles	136	665,000	136,500	400,000	191,500	393,000	580,000	1,887,000	3,588,000
TOTAL SOLID WASTE		**710,000**	**136,500**	**400,000**	**241,500**	**393,000**	**580,000**	**1,987,667**	**3,738,667**
WATER & WATERWASTE & SOLID WASTE TOTAL		**5,176,125**	**5,066,800**	**5,508,300**	**11,656,950**	**7,171,050**	**27,231,222**	**44,459,505**	**101,093,827**
CITY AND UTILITY CAPITAL PROGRAM TOTAL		**10,501,743**	**11,422,300**	**27,540,800**	**19,550,350**	**13,846,700**	**36,505,968**	**89,578,016**	**198,444,134**

CAPITAL PROJECTS WITH FUNDING SOURCES		BUDGET 2025	FORECAST 2026	2027	2028	2029	2030-2034	TEN YEAR TOTAL 2025-2034
Water & Sewer								
411-005-25 - Hospital Servicing - Wastewater Collection					35,000		2,000,000	2,035,000
411-006-25 - Norman/Keewatin Sewer Redundancy					115,000	9,385,000		9,500,000
431-004-25 - Hospital Servicing - Watermain					35,000		2,000,000	2,035,000
431-005-25 - Norman/Keewatin Water Redundancy					115,000	9,385,000		9,500,000
Debt Financed					**300,000**	**18,770,000**	**4,000,000**	**23,070,000**
395-004-25 - Engineering Environmental Compliance Regulatory Changes		62,500						62,500
411-001-25 - Wastewater Collection Piping System Renewal		1,495,500	765,000	1,650,000	900,000	2,072,112	8,288,448	15,171,060
411-003-25 - Wastewater Piping System Relining							700,000	700,000
851-002-25 - DTR Matheson & First St S-Construction			1,265,000					1,265,000
412-001-25 - Pumping Station Roof Replacement		80,000						80,000
412-002-25 - Replacement of Liftstation Pumps		78,800	80,750	82,750	84,850	87,000	468,650	882,800
412-003-25 - Electrical Transformer Delta/Wye Conversion for Lift Stations		65,000	85,000	72,000	74,000	76,000	410,000	782,000
412-004-25 - Lift Station Renewal Program		133,000	137,000	210,000	200,000	205,000	1,100,000	1,985,000
413-002-25 - Replace MCC at the WWTP Headworks (Bldg 100)		300,000						300,000
413-005-25 - WWTP - Aeration Tank Piping Repair and Replacement.		200,000						200,000
413-006-25 - Replace MCC at the WWTP Digestor Building (Bldg 400)			35,000	400,000				435,000
413-007-25 - WWTP - Replace Scum Box East Clarifier				25,000				25,000
413-008-25 - WWTP SCADA Upgrade Design and Costin		50,000						50,000
413-009-25 - WWTP - Replace Sluice Gates and Valve Stems		20,000	180,000					200,000
413-010-25 - WWTP - Replace Screw Pump Electric Generator		50,000	450,000					500,000
413-011-25 - WWTP Capital Upgrades			300,000	5,700,000			6,850,000	12,850,000
414-001-25 - Fleet - Water and Wastewater Vehicles			595,550	125,700	169,200	364,000	1,516,300	2,770,750
431-001-25 - Watermain Renewal Program		1,495,500	765,000	1,650,000	900,000	2,072,110	8,288,440	15,171,050
431-002-25 - Coney Island Watermain Replacement			150,000		150,000		150,000	450,000
432-003-25 - Replacement of Norman Booster Station MCC/PLC			300,000					300,000
432-004-25 - Standpipe and Booster Station Water Review & Improvements								
433-002-25 - WTP Pump Replacement		900,000		1,200,000		1,200,000		3,300,000
433-005-25 - WTP Capital Upgrades				300,000	4,000,000	1,700,000	6,850,000	12,850,000
851-003-25 - DTR Matheson, Main and 3rd St						105,000	3,850,000	3,955,000
Sewer and Water Reserve		**4,930,300**	**5,108,300**	**11,415,450**	**6,478,050**	**7,881,222**	**38,471,838**	**74,285,160**
Total Sewer and Water Projects		**4,930,300**	**5,108,300**	**11,415,450**	**6,778,050**	**26,651,222**	**42,471,838**	**97,355,160**
448-001-25 Purchase of 40 Yard Bins for Waste Haulage to Landfill		-	-	50,000	-	-	100,667	150,667
453-001-25 Fleet-Solid Waste Vehicles		136,500	400,000	191,500	393,000	580,000	1,887,000	3,588,000
Solid Waste Reserve		**136,500**	**400,000**	**241,500**	**393,000**	**580,000**	**1,987,667**	**3,738,667**
Total Solid Waste Projects		**136,500**	**400,000**	**241,500**	**393,000**	**580,000**	**1,987,667**	**3,738,667**
Total Sewer & Water and Solid Waste Projects		**5,066,800**	**5,508,300**	**11,656,950**	**7,171,050**	**27,231,222**	**44,459,505**	**101,093,827**
Total City Projects including Sewer & Water and Solid Waste		**11,422,300**	**27,540,800**	**19,550,351**	**13,846,700**	**36,505,968**	**89,578,016**	**198,444,135**

Project Name: Engineering Environmental Compliance Regulatory Changes

Project Number: 395-004-25

Department: Engineering

Description

The City's Environmental Compliance Approval (ECA) for the storm and wastewater collection systems is the governing documents that prescribe the City's responsibilities and obligations to continue to operate, make changes (upgrades) and plan in relation to City's storm and wastewater systems.

The Province of Ontario provided updated ECA in August of 2023, with new documentation requirements by 2025 and 2026. The main primary deliverable is a storm water and wastewater collection system operating and maintenance plan plan model.

One benefit in the operating model is the application to review of development initiatives' and capital planning. The model will provide the City with information on available capacity and pinch points are located within the storm water and waste water systems.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy	-	62,500						62,500
Sewer/Water Reserve	-	62,500						62,500
Total	-	**125,000**						**125,000**

Project Name: Wastewater Collection Piping System Renewal

Project Number: 411-001-25

Department: Sanitary System

Description

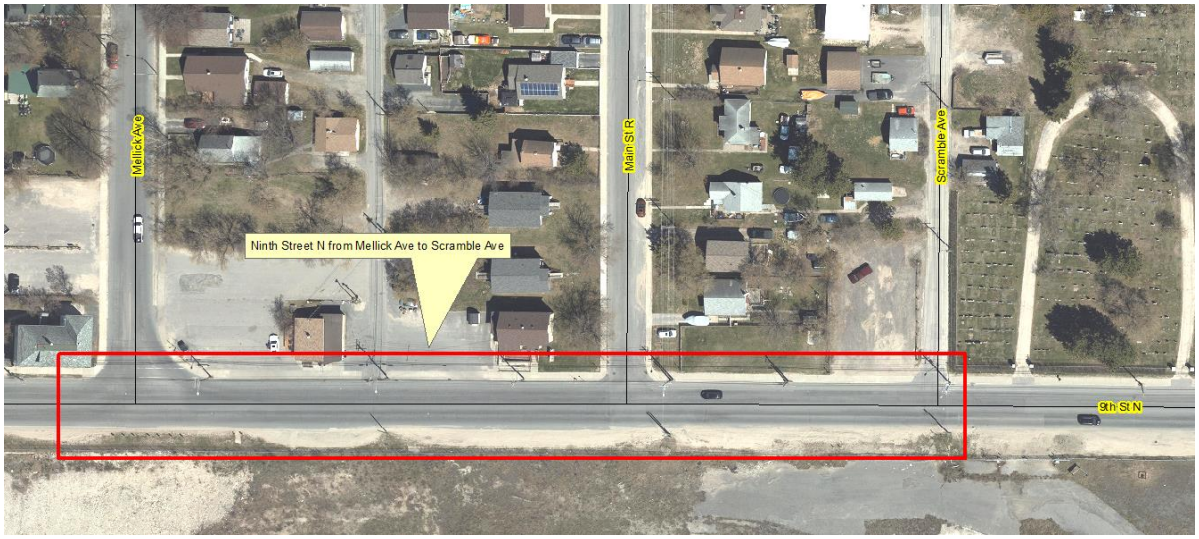
Wastewater Collection Piping System Renewal

The city completes annual CCTV inspections on a 5 year zone cycle, to evaluate the condition of underground wastewater piping. As the wastewater collection system ages, it is prone to developing leaks, which can lead to backups, freezing, etc. Review of locations of high service calls are also considered. Further, work is aligned with municipal paving needs to progress the renewal of the City's road network.

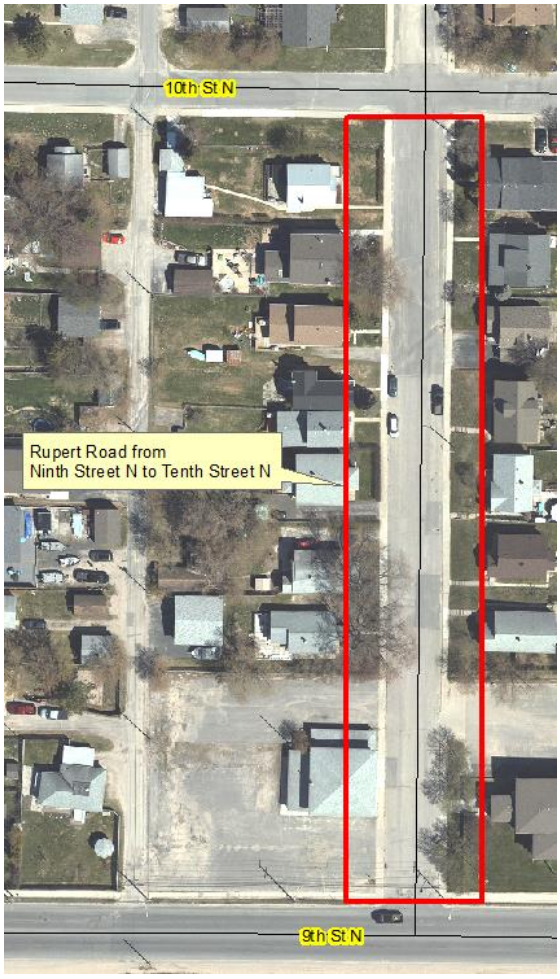
2025: Ninth Street N from Mellick Ave to Scramble Ave | Mellick Ave from Ninth Street N to 10th Street N
2026: Rupert Road from 9th Street N to 10th Street N | Laneway between 3rd and 4th Ave sand 7th and 5th Street S
2027: River Drive from 7th Ave S to 9th Ave S, 3rd Street North from 4th Ave N to 2nd Street N
2028: Mascott Ave from Veterans Drive to Dead end and 10th Street N to Mikado Ave, Regina Avenue from Veterans Drive to 10th Street N
2029: 13th Ave N from dead end to 9th Street N and 8th Street N from 14th Ave N to the west for dead end

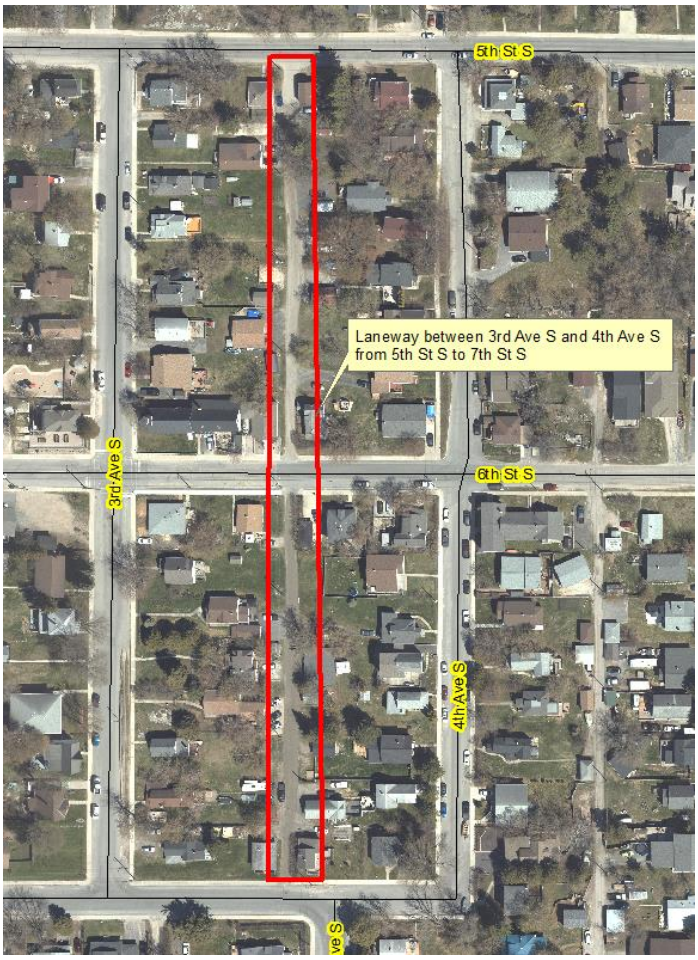
		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	1,273,717	1,495,500	765,000	1,650,000	900,000	2,072,112	8,288,448	15,171,060
Total	**1,273,717**	**1,495,500**	**765,000**	**1,650,000**	**900,000**	**2,072,112**	**8,288,448**	**15,171,060**

2025: Ninth St N from Mellick Ave to Scramble Ave
Mellick Ave from Ninth St N to Tenth St N



2026: Rupert Road from Ninth St N to Tenth St N
Laneway Between 3rd Ave S and 4th Ave S From 5th St S to 7th St S

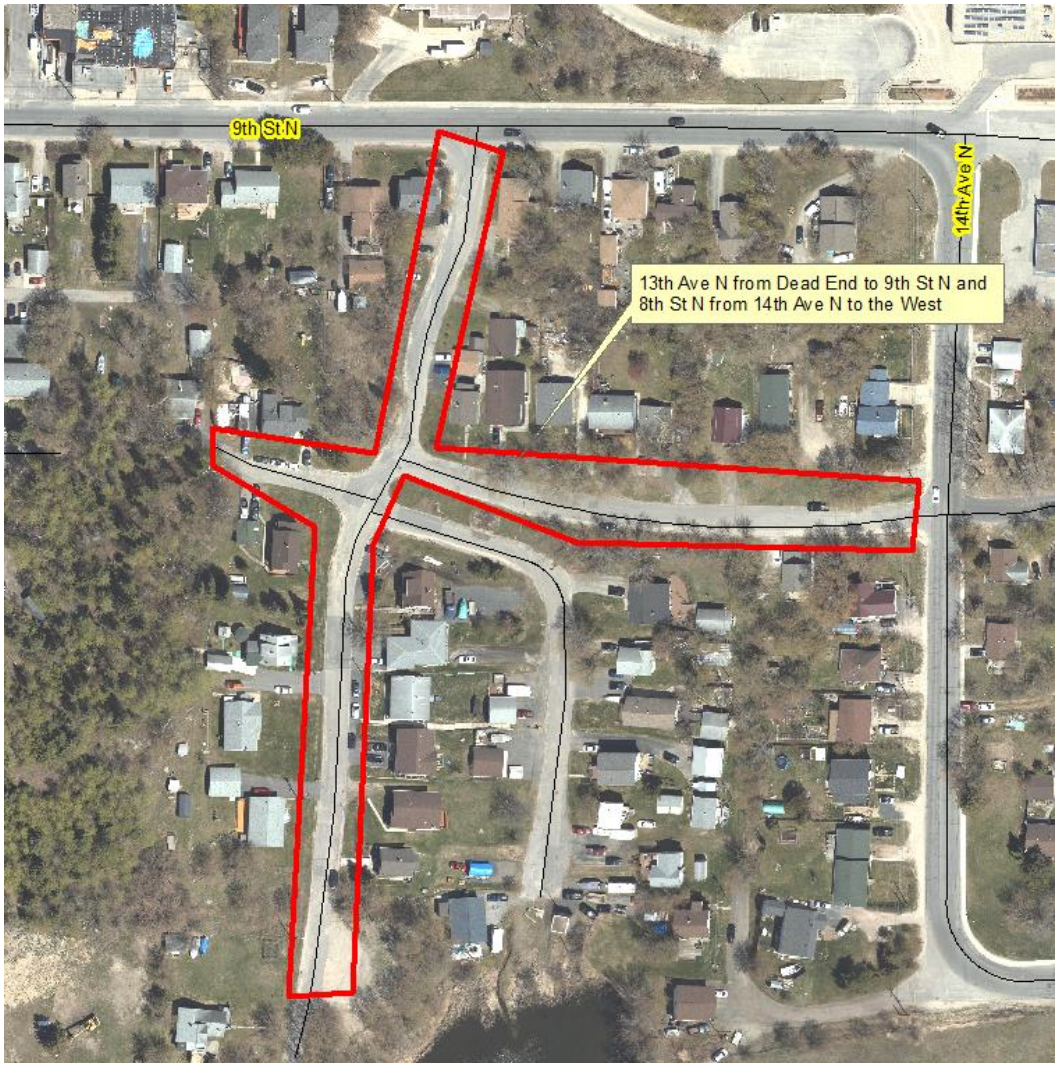




2027: River Drive from 7th Ave S to 9th Ave S
3rd Street North from 4th Ave N to 2nd Street N

2028: Mascott Ave from Veterans Drive to Dead End and 10th St N to Mikado Ave
Regina Ave from Veterans Drive to 10th St N

2029: 13th Ave N From Dead End to 9th St N and 8th St N from 14th Ave N to the West



Project Name: Wastewater Piping System Relining

Project Number: 411-003-25

Department: Sanitary System

Description

Project to reline 500m of wastewater collection mains.

Relining is a renewal method where new piping is pulled through an existing pipe to renew the infrastructure without excavation.

There are numerous wastewater collection mains that are due for replacement where a full excavation would not provide good value due to being located beneath streets with good surface condition ratings, are in close proximity to structures or private property or are not easily accessible for typical excavation.

Prior to this project, relining was completed in the 2024 construction season.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	400,000						700,000	700,000
Total	**400,000**						**700,000**	**700,000**

Project Name: Hospital Servicing - Wastewater Collection

Project Number: 411-005-25

Department: Sanitary System

Description

Installation of Marine Sewer line to New Hospital Site from Keewatin.

2028 Design
2030 Hospital Site Servicing

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing					35,000		2,000,000	2,035,000
Total					**35,000**		**2,000,000**	**2,035,000**

Project Name: Norman/Keewatin Sewer Redundancy

Project Number: 411-006-25

Department: Sanitary System

Description

Installation of back up Marine Sewer line to Norman and Keewatin

2028 Design
2029 Norman and Keewatin Waterline Looping

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing					115,000	9,385,000		9,500,000
Total					**115,000**	**9,385,000**		**9,500,000**

Project Name: Pumping Station Roof Replacement

Project Number: 412-001-25

Department: General Sewer Lift Stations

Description

The City of Kenora owns 28 above-ground wastewater pumping stations. 14 have flat roofs. Since 2022 the City has been converting the flat roofs to peaked metal roofs, saving on maintenance and upkeep.

Further, annual inspections have uncovered rips, tears, drain leaks and more putting the facilities at risk for more extensive damage

This multi-year project will wrap up in 2025 with the remaining 3 of 14 stations getting peaked roofs installed.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	80,000	80,000						80,000
Total	**80,000**	**80,000**						**80,000**

Project Name: Replacement of Liftstation Pumps

Project Number: 412-002-25

Department: General Sewer Lift Stations

Description

The City's Wastewater Lift Station Pumps are continuing to age, requiring pump rebuild or replacement based on their utilization.

This Project is Annual Program to maintain an the existing operation of the wastewater collection system.

- 2025 - First Ave West station Pump 1
- 2026 - First Ave West station Pump 2
- 2027 - Norman Drive station Pump 1
- 2028 - Norman Drive station Pump 2

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	76,875	78,800	80,750	82,750	84,850	87,000	468,650	882,800
Total	**76,875**	**78,800**	**80,750**	**82,750**	**84,850**	**87,000**	**468,650**	**882,800**

Project Name: Electrical Transformer Delta/Wye Conversion for Lift Stations

Project Number: 412-003-25

Department: General Sewer Lift Stations

Description

Electrical Transformer Wiring conversion from Delta to Wye 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 add ground fault protection.

There are 19 lift stations remaining to upgrade and the goal is to complete one station per year, depending on pricing, coordinated with Utility Provider.

- 2025 Valley drive station
- 2026 Preston street station
- 2027 First Ave South
- 2028 First Ave West

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	51,250	65,000	85,000	72,000	74,000	76,000	410,000	782,000
Total	**51,250**	**65,000**	**85,000**	**72,000**	**74,000**	**76,000**	**410,000**	**782,000**

Project Name: Lift Station Renewal Program

Project Number: 412-004-25

Department: General Sewer Lift Stations

Description

The City of Kenora has 64 lift stations of varying capacities to convey sewage to the wastewater treatment plant. This project applies to the larger, more critical, stations. Engineered assessment, renewal recommendation, design and construction of the pumping, mechanical, electrical and control and backup generators are completed as the station components near end of service life..

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 - Lift Station Upgrades based on Engineering Assessment

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	487,000	133,000	137,000	210,000	200,000	205,000	1,100,000	1,985,000
Total	**487,000**	**133,000**	**137,000**	**210,000**	**200,000**	**205,000**	**1,100,000**	**1,985,000**

Project Name: Replace MCC at the WWTP Headworks (Bldg 100)

Project Number: 413-002-25

Department: Sewage Treatment Plant

Description

Replacement of the electrical Motor Control Centre in the Headworks Building at the Wastewater Treatment Plant. This is an original equipment panel that needs to be replaced as it is well beyond the end of its service life.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve		300,000						300,000
Total		**300,000**						**300,000**

Project Images

Project Name: WWTP - Aeration Tank Piping Repair and Replacement

Project Number: 413-005-25

Department: Sewage Treatment Plant

Description

The original piping that supplies air to the bubbler system in the WWTP aeration tanks is leaking, causing air loss and excess energy consumption by the compressors.

The loss of air to these tanks impacts the aeration process by failing to feed the biological treatment process with oxygen. 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 air to the aeration tanks would result in failure of the treatment process.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	50,000	200,000						200,000
Total	**50,000**	**200,000**						**200,000**

Project Name: Replace MCC at the WWTP Digestor Building (Bldg 400)

Project Number: 413-006-25

Department: Sewage Treatment Plant

Description

Replace the electrical Motor Control Center in the Digestor Building at the Wastewater Treatment Plant.

This is an original equipment panel that needs to be replaced as it is well beyond the end of its service life.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	-	-	35,000	400,000	-	-	-	435,000
Total	-		**35,000**	**400,000**		-	-	**435,000**

Project Images

Project Name: WWTP - Replace Scum Box East Clarifier

Project Number: 413-007-25

Department: Sewage Treatment Plant

Description

Replacement of the scum collection box in the East clarifier at the Wastewater Treatment Plant is required. The current scum box is deteriorating and will no longer function properly. The scum box collects grease, oils and fats from the surface of the clarifier tanks.

The scum collection box in the West clarifier was replaced in 2022.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve			-	25,000		-	-	25,000
Total			-	**25,000**	-	-	-	**25,000**

Project Name: WWTP SCADA Upgrade Design and Costing

Project Number: 413-008-25

Department: Sewage Treatment Plant

Description

The Wastewater Treatment Plant's SCADA system requires upgrades due to changing monitoring communications and the need for remote monitoring and control.

This project will scope and cost the required upgrades that will later feed into a construction project.

	Adopted	Draft	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve		50,000	-			-		50,000
Total	-	**50,000**	-	-	-	-	-	**50,000**

Project Name: WWTP - Replace Sluice Gates and Valve Stems

Project Number: 413-009-25

Department: Sewage Treatment Plant

Description

Replace the clarifier sluice gates valve and valve stem.

Sluice gates control the flow of wastewater into the Secondary Clarifiers at the Wastewater Treatment Plant. Regular maintenance, such as draining and cleaning the tanks, requires the ability to completely shut of the flow of wastewater to the tank. One sluice gate is currently leaking and require repair/replacement.

Design/gate selection and work planning will occur in 2025 and construction will occur in 2026. Significant planning is required due to the requirement for bypass pumping while the gates are replaced. The gates are located approximately 6m below the clarifier walkways.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve		20,000	180,000	-			-	200,000
Total		**20,000**	**180,000**	-	-		-	**200,000**

Project Name: WWTP - Replace Screw Pump Electric Generator

Project Number: 413-010-25

Department: Sewage Treatment Plant

Description

Replace the electric generator for the screw pumps at the wastewater treatment plant.

The generator at the screw pumps approaching the end of its service life and requires replacement. The critical generator provides backup power to the screw pumps in the case of an outage. The screw pumps must run continuously to lift water to the clarifiers, preventing an overflow in the plant.

Design/Specification of the replacement generator will be completed in 2025 and replacement will occur in 2026.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	-	50,000	450,000	-	-			500,000
Total		**50,000**	**450,000**					**500,000**

Project Name: WWTP Capital Upgrades

Project Number: 413-011-25

Department: Sewage Treatment Plant

Description

in 2024 the City conducted a capital needs assessment of the Wastewater Treatment Plant. This project sheet allocates budget to the upcoming upgrades to be recommended in the assessment for the 2026 and 2031 years to ensure the WWTP continues to function reliably.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve			300,000				6,850,000	7,150,000
Total			**300,000**				**6,850,000**	**7,150,000**

Project Name: Fleet - Water and Wastewater Vehicles

Project Number: 414-001-25

Department: Water & Sewer General Vehicles & Equipment

Description

Renewal of vehicles used by water and wastewater utility operations for underground repair and maintenance services, water and waste water treatment plants, water booster stations, waste water pumping stations and meter reading.

Incoming Vehicles:
2026: Water Tank Truck, Underground Services Walk-In Van, 3/4 Ton Pickup W Plow, 24' Boat Engine Replacement
2027: 3/4 Ton Pickup Truck, Van Air Compressor Replacement
2028: Two - 1/2 Ton Pickups
2029: Water Delivery Truck

Outgoing Vehicles:
2026: 2003 Water Tank Truck, 2014 Van, 2006 3/4 Ton Pickup, 2010 Outboard Engine
2027: 2017 3/4 Ton Pickup
2028: 2004 1/2 Ton Pickup, 2008 1/2 Ton Pickup,
2029: 2015 Water Tank Truck

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	390,000		595,550	125,700	169,200	364,000	1,516,300	2,770,750
Total	**390,000**	-	**595,550**	**125,700**	**169,200**	**364,000**	**1,516,300**	**2,770,750**

Project Name: Watermain Renewal Program

Project Number: 431-001-25

Department: Waterworks

Description

Replacement and rehab of the watermain distribution piping system.

As the water distribution system ages, leaks and breaks become more common, requiring immediate repair. The usage (size), age, break and leak history the department experiences as well as known freeze locations inform the prioritization of renewal projects.

2025: Ninth Street N from Mellick Ave to Scramble Ave | Mellick Ave from Ninth Street N to 10th Street N
2026: Rupert Road from 9th Street N to 10th Street N | Laneway between 3rd and 4th Ave sand 7th and 5th Street S
2027: River Drive from 7th Ave S to 9th Ave S | 3rd Street North from 4th Ave N to 2nd Street N
2028: Mascott Ave from Veterans Drive to Dead-end | 10th Street N to Mikado Ave | Regina Avenue from Veterans Drive to 10th Street N
2029: 13th Ave N from Dead-end to 9th Street N | 8th Street N from 14th Ave N.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	1,415,500	1,495,500	765,000	1,650,000	900,000	2,072,110	8,288,440	15,171,050
Total	**1,415,500**	**1,495,500**	**765,000**	**1,650,000**	**900,000**	**2,072,110**	**8,288,440**	**15,171,050**

Project Name: Coney Island Watermain Replacement

Project Number: 431-002-25

Department: Waterworks

Description

Replacement of the above-ground watermain on Coney Island

The existing watermain is nearing end of its of service lift and is becoming increasingly clogged with scale which is causing problems with valve and meter functionality.

2024 - $60,000 Engineering Design of Coney Island Watermain Replacement
2026 - $150,000 Phase 1 Replacement Works
2028 - $150,000 Phase 2 Replacement Works
2030 - $150,000 Phase 3 Replacement Works

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	60,000	-	150,000		150,000		150,000	450,000
Total	**60,000**	**-**	**150,000**		**150,000**	**-**	**150,000**	**450,000**

Project Name: Hospital Servicing - Watermain

Project Number: 431-004-25

Department: Waterworks

Description

Installation of Marine Watermain from Keewatin to New Hospital Site.

2028 Design
2030 Hospital Site Servicing

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing					35,000		2,000,000	2,035,000
Total					**35,000**		**2,000,000**	**2,035,000**

Project Name: Norman/Keewatin Water Redundancy

Project Number: 431-005-25

Department: Waterworks

Description

Installation of back up Marine Water line to Norman and Keewatin

2028 Design
2029 Norman and Keewatin Waterline Looping

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing	-	-			115,000	9,385,000		9,500,000
Total					**115,000**	**9,385,000**		**9,500,000**

Project Name: Replacement of Norman Booster Station MCC/PLC

Project Number: 432-003-25

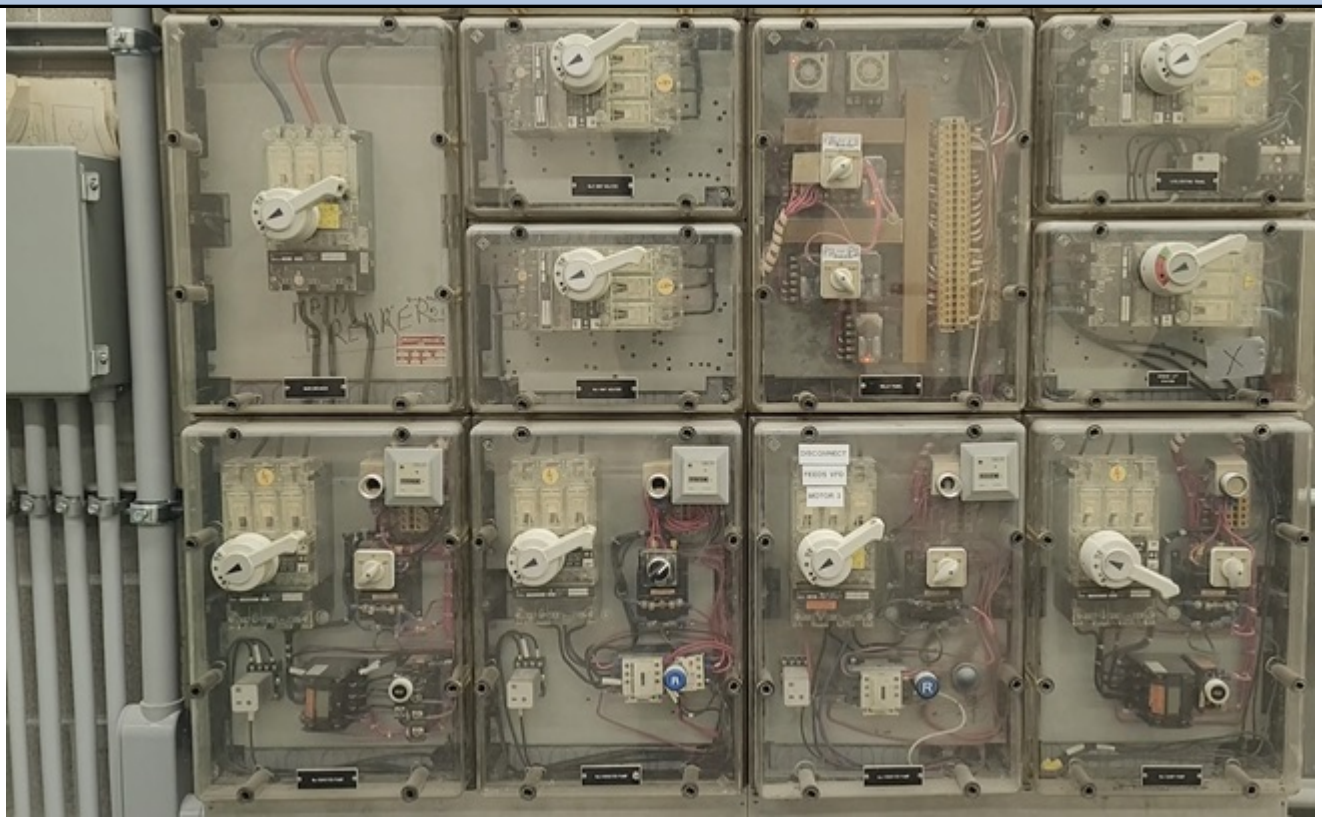
Department: General Water Standpipe & Booster

Description

Replacement of Norman Water Booster Station Motor Control Centre and Programmable Logic Control which has reached the end of it's service life, and has limited functionality. Upgrades will modernize the station to be fully controlled remotely, lowering service calls.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve			300,000					300,000
Total	-		**300,000**			-		**300,000**

Project Images



Project Name: WTP Pump Replacement

Project Number: 433-002-25

Department: Water Treatment Plant

Description

This project consists of the replacement of the plant's high lift and low lift pumps as part of a 5 year 2025 to 2029 change out of the 6 pumps. Design of the replacement pumps and electrical systems is taking place in 2024.

The Water Treatment Plant has 6 pumps that take in and pump water out 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.

All high lift and low lift pumps at the Water Treatment Plant are original and over 40 years old and have exceeded their service beyond their life. This project was initially budgeted from 2023-2027 for $600,000. Assessment and costing was completed in 2024 that has indicated significant electrical upgrades must be completed alongside the pump replacements.
The revised project cost is estimates at $3.6M.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	100,000	900,000		1,200,000		1,200,000		3,300,000
Total	**100,000**	**900,000**	**-**	**1,200,000**	**-**	**1,200,000**		**3,300,000**

Project Name: WTP Capital Upgrades

Project Number: 433-005-25

Department: Water Treatment Plant

Description

in 2024 the City conducted a capital needs assessment of the Water Treatment Plant. This project sheet allocates budget to the upcoming upgrades to be recommended in the assessment for the 2028 and 2033 years to ensure the WTP continues to function reliably.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Sewer/Water Reserve				300,000	4,000,000	1,700,000	6,850,000	12,850,000
Total				**300,000**	**4,000,000**	**1,700,000**	**6,850,000**	**12,850,000**

Project Name: DTR Matheson & First St S-Construction

Project Number: 851-002-25

Department: Infrastructure

Description

The Downtown Revitalization (DTR) project includes the road and sidewalk renewal, and the water, wastewater and storm infrastructure replacement 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.

This next phase of DTR will renew and help beautify the downtown core, unifying with the previously completed areas related to Main Street South (2008), Second Street South (2014) and Chipman Street (2018).

Detailed design is being completed in 2024 with construction of this project planned for 2026. Administration will seek additional external funding with a complete, updated detail design and tender package.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Debt Financing	60,000				-			
Sewer/Water Reserve	-		1,265,000					1,265,000
Total	**60,000**	-	**1,265,000**					**1,265,000**

Project Name: DTR Matheson, Main and 3rd St

Project Number: 851-003-25

Department: Infrastructure

Description

Rehabilitation and reconstruction of:
Main Street S from 2nd Street S to the Main Street Pier,
Matheson Street S from 2nd Street S to 1st Avenue S, and
Third Street S from Main Street S to Matheson Street S.

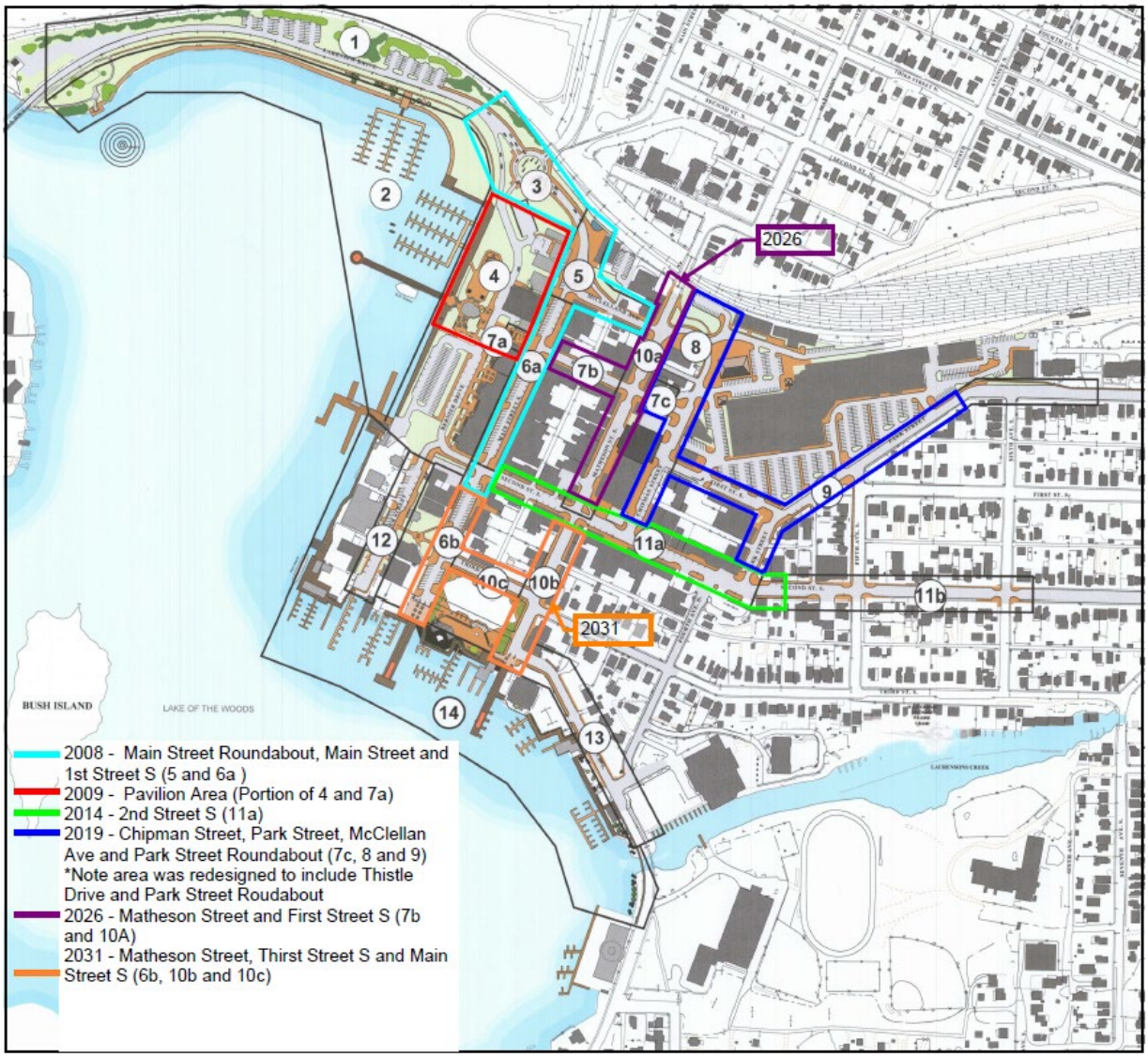
The road surface is deteriorating and will be due for replacement in 2031. In addition, the underground infrastructure is over 100 years old. The project will include the installation of street and landscaping features that will compliment the works completed throughout the rest of the downtown core.

The project will span three years, with pre-design/feasibility works in 2029, detailed design works in 2030 and construction in 2031.

Administration will be seeking external funding to support the work.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Net Tax Levy						135,000	4,950,000	5,085,000
Sewer/Water Reserve						105,000	3,850,000	3,955,000
Total						**240,000**	**8,800,000**	**9,040,000**

Downtown Revitalization Phasing Plan



Project Name: Purchase of 40 yard bins for waste haulage to landfill.

Project Number: 448-001-25

Department: Transfer Facility

Description

The Transfer Station uses 40yd bins to transport waste to the Landfill. 3 bins require replacement in each 2024, 2027 and 2030 as they wear out. This is a recurring capital need.

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Solid Waste Reserve	45,000			50,000			100,667	150,667
Total	**45,000**			**50,000**			**100,667**	**150,667**

Project Name: Fleet - Solid Waste Vehicles

Project Number: 453-001-25

Department: General Solid Waste Vehicles & Equipment

Description

This budget includes vehicles dedicated to supporting Solid Waste, spanning the Transfer Station, Landfill, and the curbside and community depot collection services.

Vehicles and equipment in these departments log higher mileage and operating hours when compared to vehicles in other departments due to the 7-day operation of this department.

2025 - (2) 1/2 Ton Pickup Trucks
2026 - Tandem Roll Off Truck
2027 - Co-Mingle Curbside Collection Truck
2028 - Rubber Tire Loader
2029 - Landfill Dump Truck

Outgoing Vehicles:
2025: 2004 and 2011 Pickup Trucks
2026: 2014 Roll-off Truck
2027: 2009 Co-Mingle Curbside Collection Truck
2028: 2018 Rubber Tire Loader
2029: 2006 Landfill Dump Truck

		Adopted	Forecast					
Project Forecast	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030-2034**	**10 Year Total**
Funding Source								
Solid Waste Reserve	665,000	136,500	400,000	191,500	393,000	580,000	1,887,000	3,588,000
Total	**665,000**	**136,500**	**400,000**	**191,500**	**393,000**	**580,000**	**1,887,000**	**3,588,000**

APPENDICES

2025 ADOPTED BUDGET

Lake of the Woods
KENORA

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Summary of Long Term Debt - Principle and Interest Payments

	2024		2025	
	Principal	Interest	Principal	Interest
Fire Hall	295,777	22,403	301,179	17,001
Discovery Centre	79,800	2,419	80,997	1,222
Pavilion	56,984	3,024	57,970	2,039
Hwy 17 East & West	126,219	20,388	128,899	17,707
Bowman Electric Keewatin Memorial Arena	78,404	15,389	80,143	13,650
Bowman Electric Keewatin Memorial Arena	18,024	4,228	18,440	3,811
Roof Tanker Truck	12,343	13,500	12,713	13,130
Railway St Phase 3	7,964	8,711	8,203	8,472
Boat Launch	21,463	23,475	22,106	22,831
Downtown Revitalization	149,191	29,849	152,987	110,645
Tax Supported Debt	**846,168**	**143,385**	**863,638**	**210,508**
Water and Sewer - Downtown Revitalization	38,911	29,850	39,902	28,858
Water - Generator Replacement	74,128	22,620	76,444	20,393
Utilities Debt	**113,039**	**52,470**	**116,346**	**49,251**
Total Debt	**959,208**	**195,854**	**979,984**	**259,759**

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 $10,598,213 and is calculated at 25% of Net Revenues as per the 2022 FIR.

City of Kenora
Schedule of Reserve Funds
2025

	Opening Forecasted Reserve Balance	Transfers to Reserves	Transfers From Reserves	Capital Fund Constributions from Reserves	Closing Reserve Balance 2025
GENERAL GOVERNMENT					
Special Purpose	461,241	80,000			541,241
Fiscal Stabilization	8,354,463	100,000			8,454,463
Capital IT	112,281	80,000		(100,000)	92,281
Capital Facility	142,847	106,841	(21,500)		228,188
	9,070,832	**366,841**	**(21,500)**	**(100,000)**	**9,316,173**
PROTECTION					
Capital Fire	**885,019**	**122,745**			**1,007,764**
TRANSPORTATION SERVICES					
Special Purpose	1,002,524	100,000		(62,500)	1,040,024
Capital Roads	637,233	16,085		(1,495)	651,823
Capital Parking	1,458,267	190,294	(20,000)	(500,000)	1,128,561
Capital Fleet	806,559	676,260		(875,000)	607,819
Capital Facility	90,694	25,000		(82,000)	33,694
	4,004,016	**1,007,639**	**(20,000)**	**(1,520,995)**	**3,470,660**
ENVIRONMENTAL SERVICES					
Capital Storm Sewers	**29,303**				**29,303**
ENVIRONMENTAL / RECYCLING					
Capital Recycling	35,000				35,000
HEALTH SERVICES					
Capital Cemetery	**304,090**	**34,330**			**338,420**
RECREATION & CULTURAL					
Capital Parking	66,272				66,272
Special Purpose Museum	416,945	37,500	(10,000)		444,445
Special Purpose Library	99,256	37,500			136,756
Capital Facility	619,080	311,000		(84,671)	845,409
Special Purpose Arts Centre	37,140	37,500			74,640
	1,297,452	**423,500**	**(10,000)**	**(84,671)**	**1,626,281**
PLANNING & DEVELOPMENT					
Special Purpose	3,019,699				3,019,699
Capital Facility	4,057				4,057
	3,028,056				**3,028,056**
OPERATING RESERVES	**18,653,769**	**1,955,055**	**(51,500)**	**(1,705,666)**	**18,851,657**
ENVIRONMENTAL / WATER AND					
Water and Wastewater	1,828,945	3,907,888		(4,930,300)	806,533
ENVIRONMENTAL / SOLID WASTE					
Solid Waste	2,837,772	888,757	(77,900)	(136,500)	3,512,129
UTILITY RESERVES	**4,666,718**	**4,796,645**	**(77,900)**	**(5,066,800)**	**4,318,663**
TOTAL RESERVE BALANCE	**23,320,486**	**6,751,700**	**(129,400)**	**(6,772,466)**	**23,170,320**

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.

By-law

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.

By-law 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 councilors who make decisions on local issues.

Debt Financing

The amount of capital project gross costs that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered

Development Permit

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

Fees and Charges

A source of revenue generated by the activities, works or facilities undertaken or provided by or on behalf of the City.

Fiscal Year

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

Full-Time Equivalent (FTEs)

A conversion measure to express all staff (temporary, part-time) in terms of a common full-time denominator.

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.

Local Government Act (LGA)

Provincial legislation that provides authority for municipal expenditure and revenue collection.

Municipal Act

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

Operating Expenses

The cost for personal, internal equipment, materials, contract services and transfers required for a department to function

Operating Revenue

Funds that the City receives as income to pay for ongoing operations. It includes such items as taxes, fees and charges from specific services, interest earnings, and grant revenues.

Reserve Fund

A reserve fund is established by Council by bylaw for a specific purpose that is within the power of municipality within the powers of the LGA or another Act.

Revenue

Sources of income financing the operations of the City

Self-Supporting

Organizations or systems that can earn enough money to operate without receiving financial help from others.

Tax Levy

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

Tax Supported Budget

Budget funded by property taxes

Utility

The City owns two utilities: water, and wastewater. These utilities pay for themselves through a separate revenue structure specific to each one that pays for their respective operating costs, debt servicing costs and capital projects not funded by other services.

Vacancy Management

The business process to track and report on vacancies

Zoning

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