CITY OF KENORA

2026
ADOPTED BUDGET


Lake of the Woods
KENORA

Table of Contents

4.....Land Acknowledgment

5.....Kenora Mayor & Council

6.....Senior Leadership

7.....Our City's Course

8.....Kenora-at-a-Glance

9.....Inflation and Economic Outlook

10.....Public Engagement

11.....City by the Numbers

12.....What do my Property Taxes pay for?

14.....2026 Budget Launch-Principles and Process

19.....2026 Budget Highlights

29.....Operating Departments

81.....Utility Departments

91.....Capital Budget

161.....Municipal Accommodations Budget

184.....Appendices



Land Acknowledgement

In the spirit of reconciliation, the City of Kenora acknowledges that we are on the traditional territory of the Anishinaabe of Treaty #3 and the Métis people. The City of Kenora was originally the land base of one collective First Nation community, which was separated into three communities now known as Wauzhushk Onigum, Niisaachewan, and Washagamis Bay First Nations.

Kenora now sustains many others, all of whom have been welcomed to peacefully share and care for these ancestral Lands and Waters. To support stewardship of the land, the City recognizes the importance of a strong relationship with our Treaty #3 partners. The City of Kenora acknowledges that our economy greatly benefits from the Anishinaabe and Métis that live in and around the City.

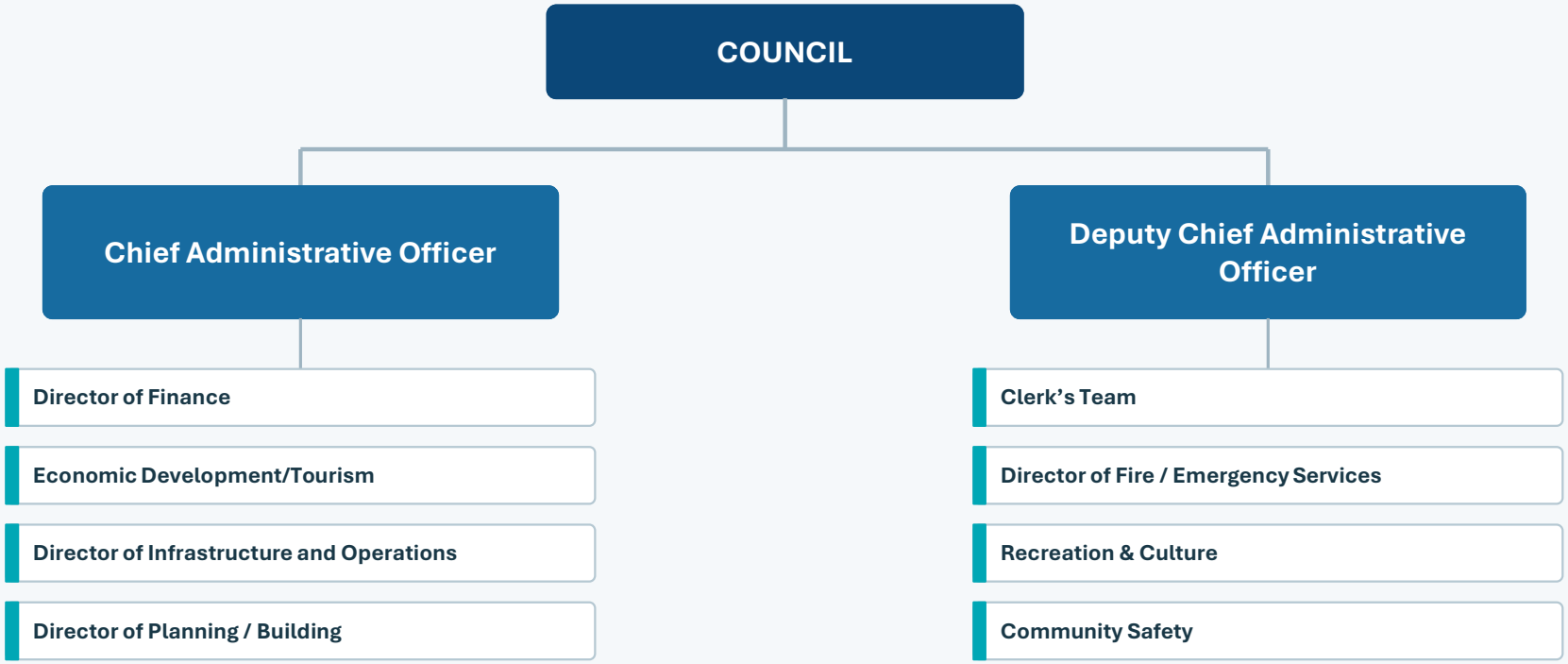
Kenora Mayor & Council



Councillor Robert Bernie, Councillor Lindsay Koch, Councillor Lisa Moncrief, Councillor Graham Chaze Councillor Kelsie Van Belleghem, Mayor Andrew Poirier, Councillor Barbara Manson

Organizational Chart

Executive reporting structure





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 service improvement through curiosity, leadership, and implementation of best practice

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

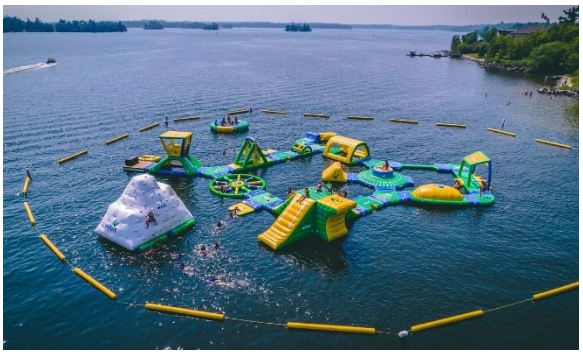
Trust & Respect: We act with integrity, honesty, and fairness in all our actions, fostering a corporate culture that promotes trust and respect to our staff, community, and partners.

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 destination 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.



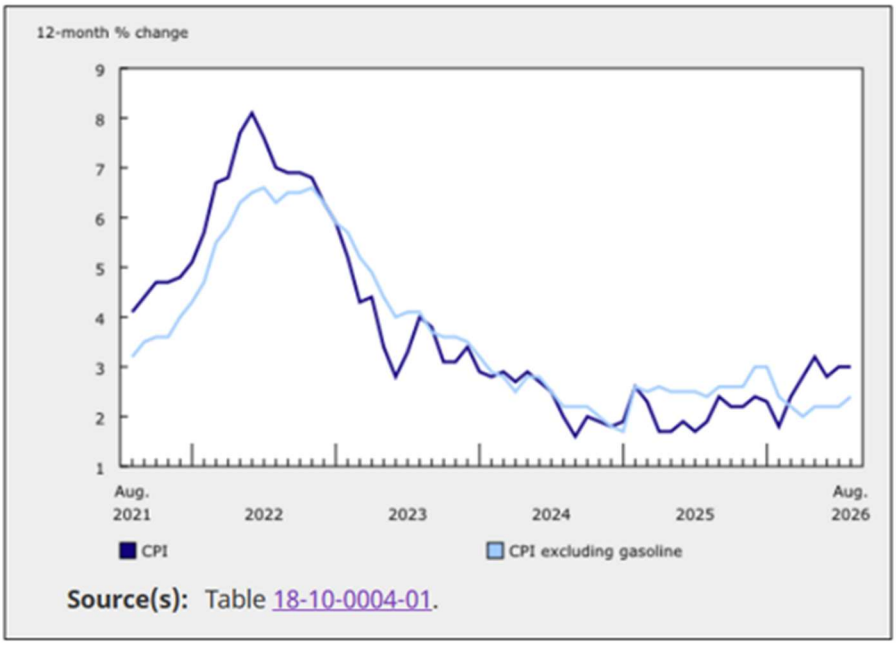
Kenora boasts a vibrant arts and cultural scene, supported by key institutions such as the MUSE, two public libraries, and a rich calendar of festivals, special events, and community activities.

Inflation and Economic Outlook

Consumer Price Index (Inflation)

Inflation remains an important consideration for households and municipalities. Canada's Consumer Price Index (CPI) increased 3.0% year over year in August 2026, unchanged from July. While inflation is well below the June 2022 peak of 8.1%, the cumulative increase in prices continues to affect food, shelter, energy, contracted services and construction.

12-month change in Consumer Price Index (CPI) and CPI excluding gasoline



Source(s): Table 18-10-0004-01.

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 of life. These indicators help us better understand our community, its 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 encouraged residents and seasonal property owners to participate in local budget decisions. The initiative gathered public input, increased awareness of the municipal budget process, and supported 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. The result have supported the development of the budget.

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

City by the Numbers

76 ppl/km² | Population Density

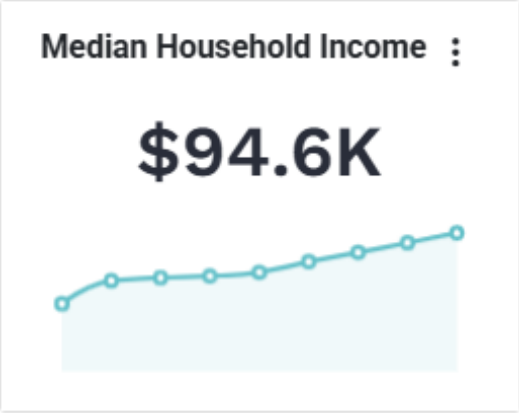


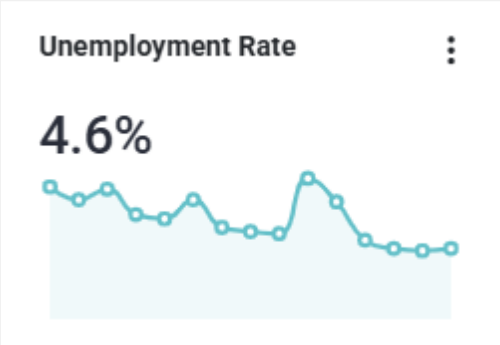
1.92% | Population Change (2022-2025)

$4,895 | Financial Position per Capita

3.0% | Provincial CPI

$113,136 | Avg. Household Income





$250,170 | Median Property Value

$2,103 | Avg. Household Water & Sewer Costs



Annual Avg. Property Tax

$3,480 | Bungalow

$5,573 | 2-Storey

Percentage of Income

3.6% | Property Tax

5.4% | Water & Sewer and Property Tax

Source: BMA-Annual Municipal Study 2025



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 **$1,000** in property tax paid, residents receive:



$226

Transportation

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



$102

General Government

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



$42

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.



$1

Cemetery

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



$279

External Organizations

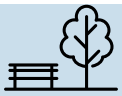
$ 146 Ontario Provincial Police

$ 76 Kenora District Services Board
- $34 Land Ambulance
- $32 Social Housing
- $ 6 Ontario Works
- $ 4 Childcare

$ 40 Pinecrest Home for the Aged

$ 17 Northwestern Health Unit

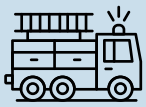
Note: amounts reflect gross expenditures



$151

Recreation and Culture

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



$107

Protection

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



$92

Education

Paid to school boards.

Services NOT covered by tax dollars:

- Water and wastewater services
- Garbage (solid waste) collection and disposal
- Recycling collection and disposal

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

The recycling system funded and operated by producers of packaging and paper products. Locally the recycling system is operated by Circular Materials.

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

Final Tax Due Date: July 22, 2026

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.

2026 BUDGET LAUNCH

Building a clearer, more transparent and future-focused budget

3-year Operating Budget | 10-year Capital Plan

The 2026 process continued the City's multi-year shift toward stronger public communication, clearer variance explanations and disciplined long-term planning.

Launched May 2025

CITY OF KENORA

How the Budget Has Evolved

The budget book is intended to explain not only what is funded, but why it changed and how decisions connect to long-term priorities.

1

READABILITY

Consolidated service and function views make the document easier to navigate.

2

TRANSPARENCY

Year-over-year explanations, debt and reserve schedules clarify key financial changes.

3

FUTURE FOCUS

A 3-year operating outlook and 10-year capital plan extend decisions beyond a single year.

4

PUBLIC VALUE

Performance measures will be introduced progressively to strengthen the connection between financial resources, service levels, and community outcomes.

Outcome: a budget document that supports informed Council decisions and helps residents understand the City's financial plan.

2026 Budget Strategy and Development Principles

A disciplined status quo approach was used to protect core services while directing significant choices to Council.

CORE STRATEGY

- Maintain current service levels
- Hold departmental submissions at 2025 expenditure levels
- Limit increases to contractual obligations
- Bring significant spending, service and fee changes forward through Budget Decision Reports

DEVELOPMENT PRINCIPLES

Compensation	Align staffing and wages with approved positions and compensation schedules.
Operating assumptions	Use historical analysis and known commitments for utilities, insurance and contracts.
Decision discipline	Separate material service changes and new requests from the base budget.
Ongoing oversight	Use variance analysis and in-year monitoring to identify trends and emerging pressures.

From Launch to Adoption

The budget process combines departmental input, financial review, leadership refinement, Council deliberation and ongoing monitoring.



Launch

Set direction and assumptions

Department submissions

Document service needs and pressures

Finance review

Test accuracy, trends and sustainability

Leadership review

Align priorities and available funding

Council review

Evaluate choices and public impact

Adoption & monitoring

Approve, report and manage results

Continuous improvement

Each cycle refines the budget book, strengthens explanations and improves the connection between financial resources, service delivery and measurable results.


Lake of the Woods
KENORA

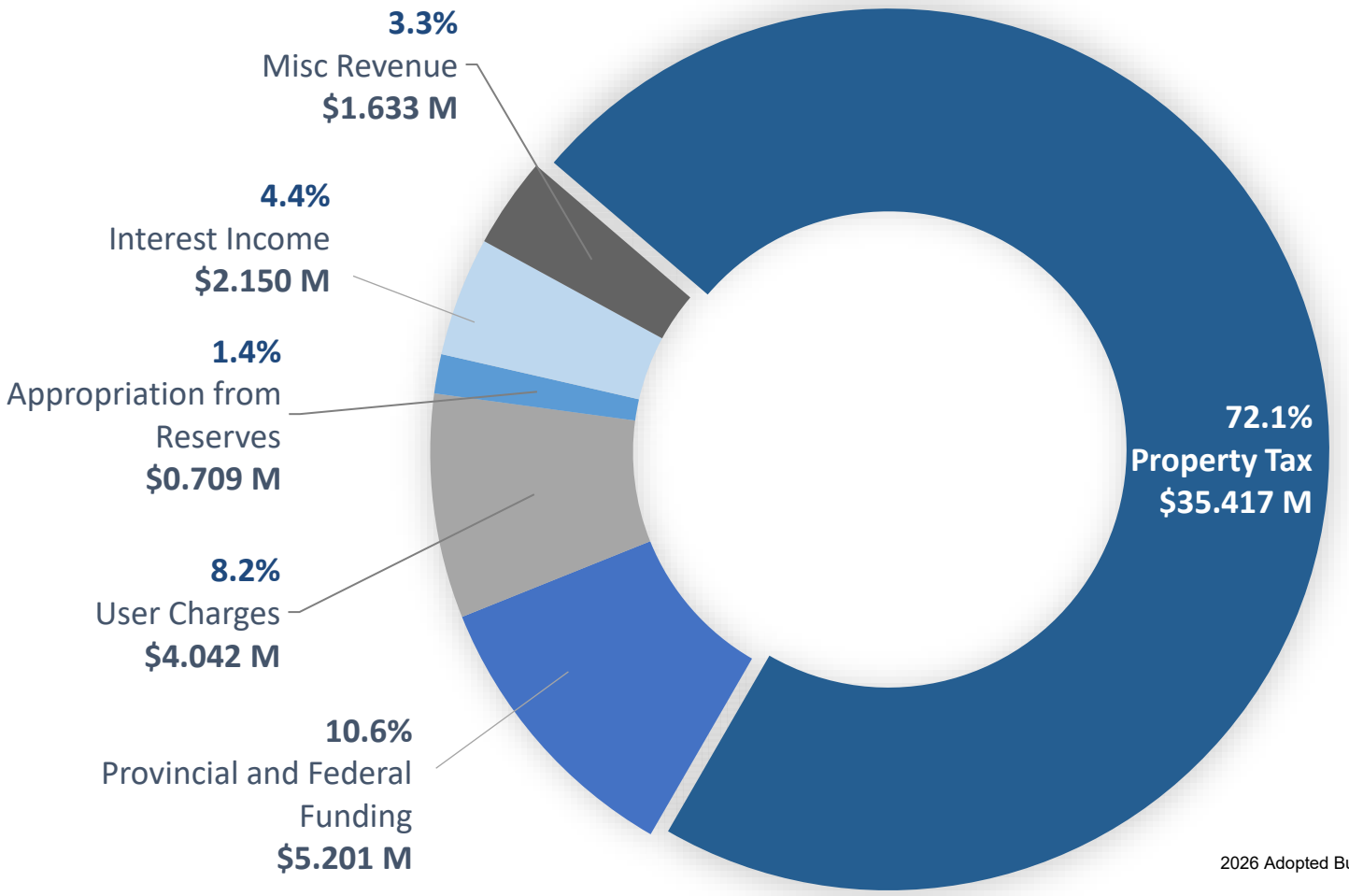


2026 Adopted Budget Highlights

Net Operating Sources of Revenue summary, Operating Budget Highlights, Net Tax Levy increase, Capital Summary (including Utility)

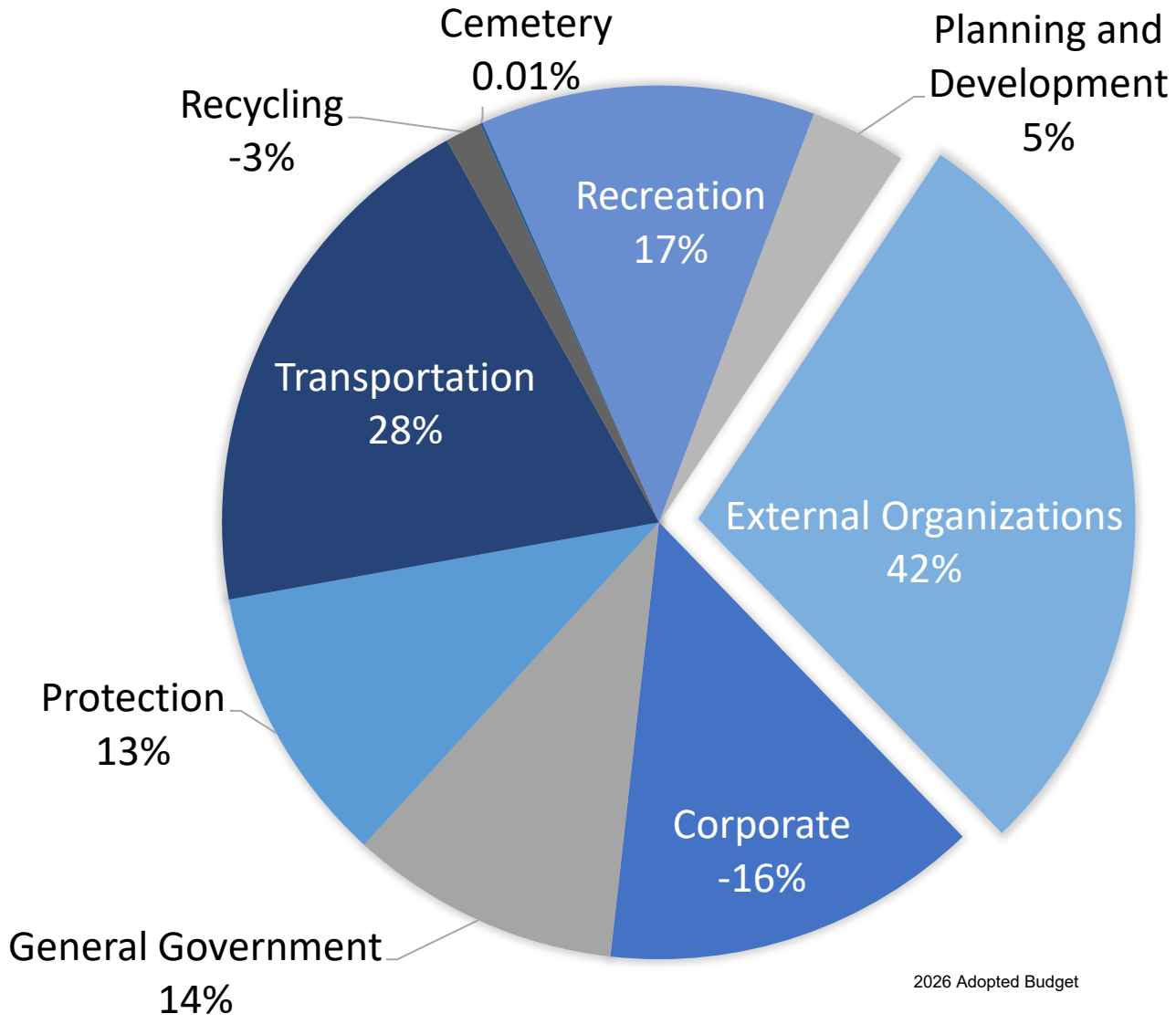


2026 Adopted Operating Budget – Sources of Revenue



The 2026 budget will require $35.417 million through general Tax Levy. The Tax Levy is the City's most significant funding source, representing 72.1% of operating revenues.

Operating Budget Highlights – Net Tax Levy



2026 Net Tax Levy Impact

Corporate	(7,153,096)
General Government	5,116,774
Protection	5,305,373
Transportation	10,096,362
Recycling	(688,189)
Cemetery	54,586
Recreation	6,327,389
Planning and Development	1,827,348
External Organizations	14,530,330
	35,416,877

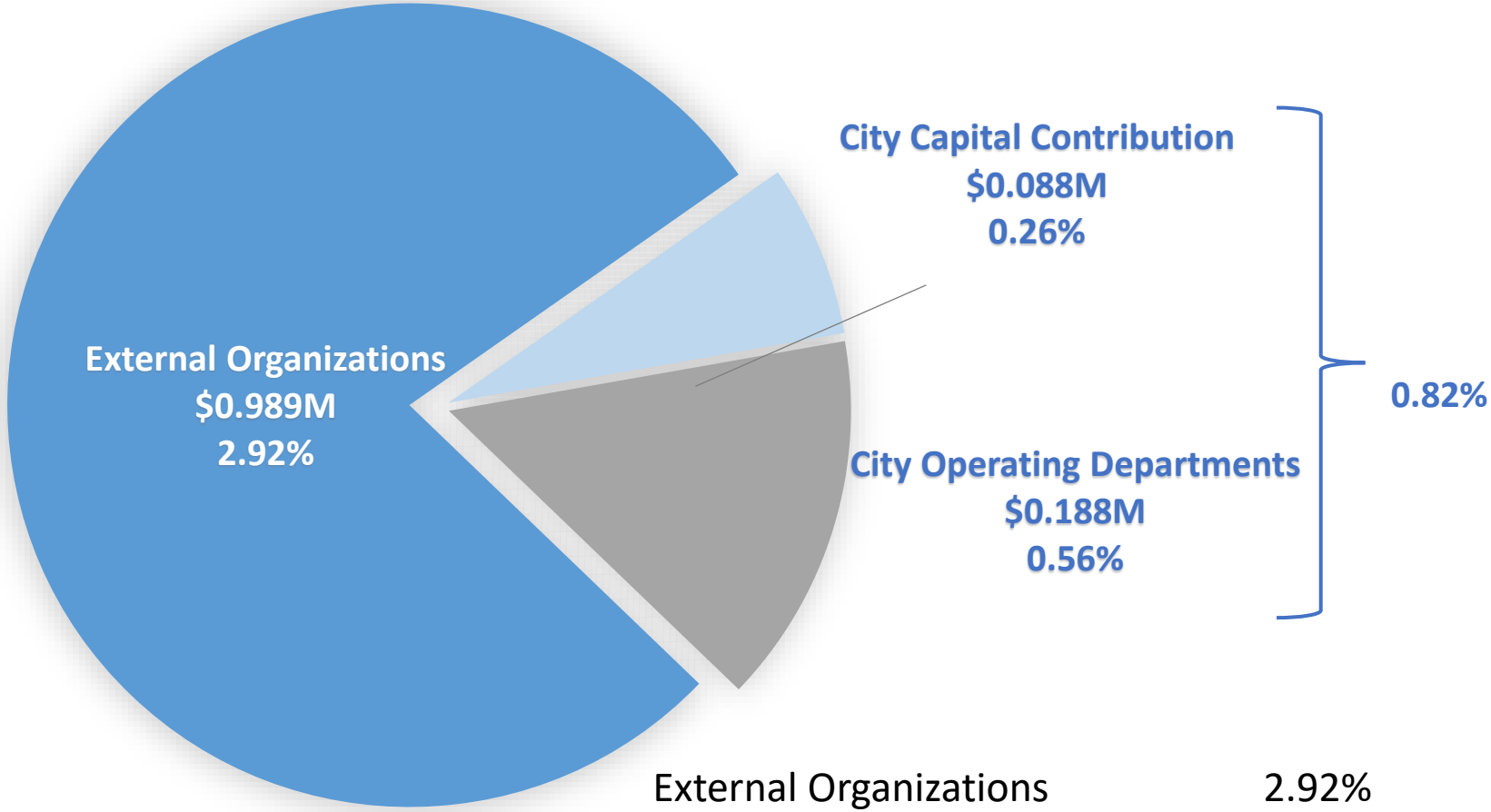
Net Tax Levy Increase Summary

The 2026 Budget increase from 2025 is $1,265,156 – 3.74%.
(Includes 2026 Change in Assessment of $299k)

78% of the increase is attributed to External Organizations.

Ontario Provincial Police	2.28%
Home for Aged	0.29%
KDSB	0.25%
NWHU	0.10%
Total	**2.92%**

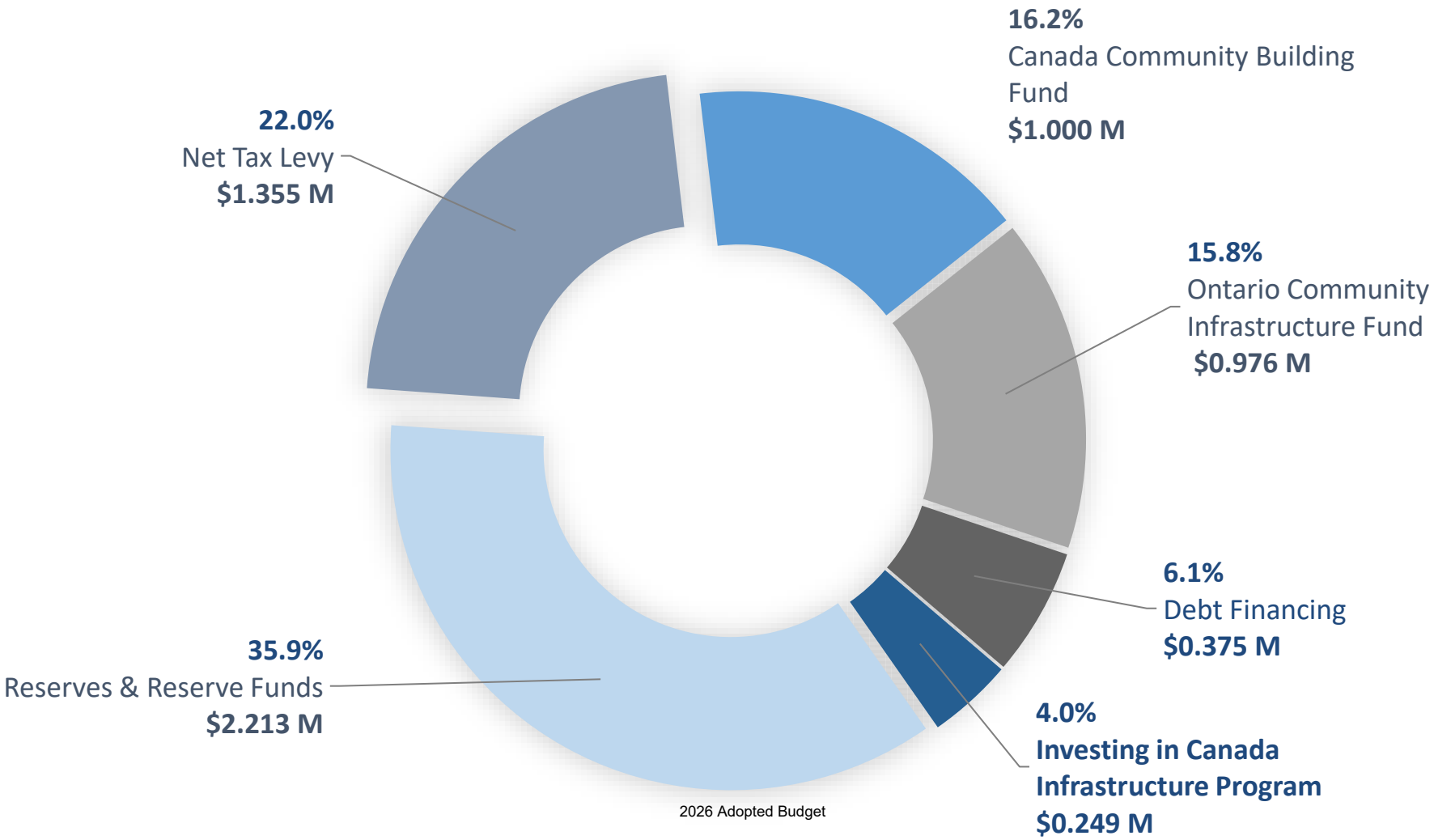
*External Organizations represent 42% of the Total Net Tax Levy the City requires



External Organizations	2.92%
City Operating	0.56%
City Capital	0.26%
2026 Net Tax Levy Rate Increase is 3.74%	

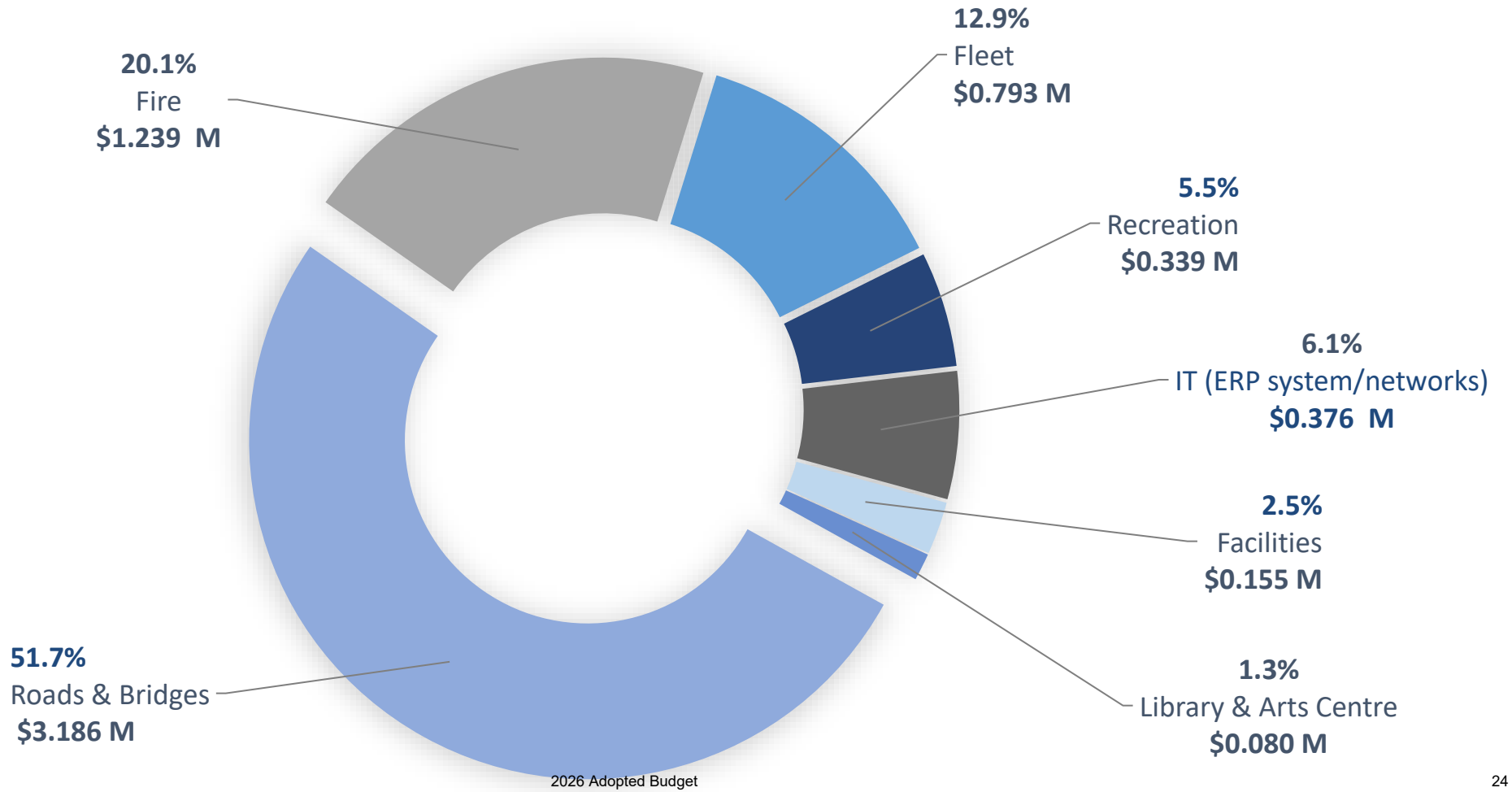
2026 Capital Spending By Funding Source

The 2026 Adopted Capital Budget consists of $6.168 million and a 5-year plan of $57.769 million, excluding Utilities. The Net Tax Levy allocation to capital is $1.355 million, an increase of **$87,995 (0.26%)** over the 2025 budget.



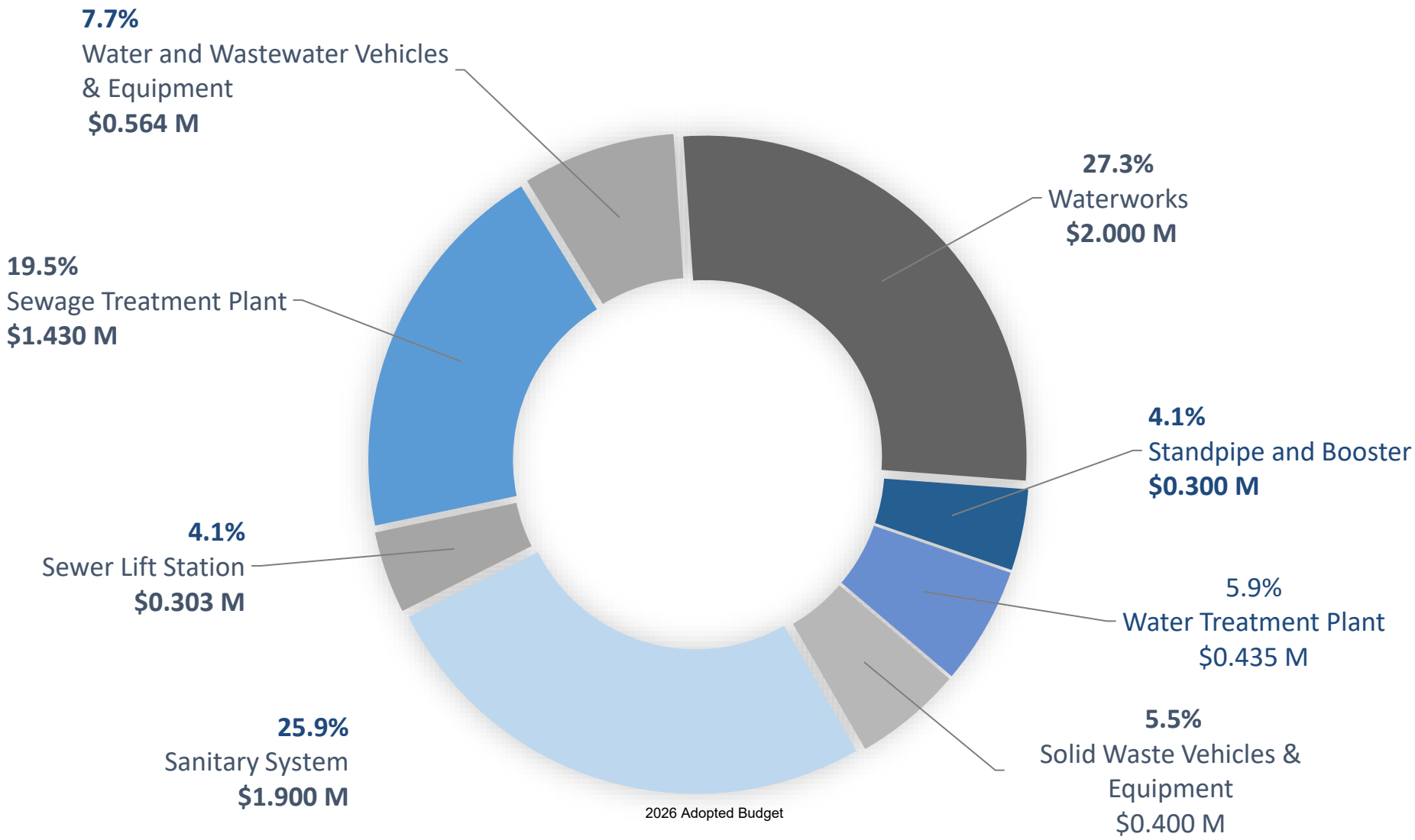
2026 Capital Investment by category

The 2026 Adopted Capital Budget is guided by the City's Asset Management Plan through conditional assessment and life-cycling. The capital budget is allocated based on a prioritization model.



2026 Capital Utility Spending By Service

The 2026 Adopted Utility Capital Budget consists of $7.332 million and a 5-year plan of $69.689 million, including Solid Waste. The Debt allocated to capital in 2026 is $2.4 million and $4.932 million is Reserve funded.



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 year's budgeted Tax Levy. It also highlights key budget decisions and explains the changes from the 2025 Adopted Budget to the 2026 Adopted Budget, giving a clear picture of year-over-year differences.

Capital Budget

The Capital Budget Section includes a summary of the 2025 Adopted Capital Budget, a detailed list of capital projects from 2026-2035 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.

2026 Operating Budget Summary

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected	Variance from 2025 to 2026	
Revenues						$$	%
User Charges	$3,149,490	$3,759,409	$4,042,509	$4,159,294	$4,162,759	$283,100	7.53%
Government Funding	$4,489,473	$4,907,132	$5,201,275	$5,143,397	$5,143,397	$294,143	5.99%
Interest Income	$3,404,873	$2,150,000	$2,150,000	$2,150,000	$2,150,000	$0	0.00%
Miscellaneous Revenue	$1,974,154	$1,928,961	$1,633,096	$1,522,459	$1,522,459	($295,865)	-15.34%
Appropriations from Reserve	$1,931,411	$41,500	$708,621	$20,000	$170,000	$667,121	1607.52%
Total Revenues	**$14,949,401**	**$12,787,001**	**$13,735,501**	**$12,995,150**	**$13,148,615**	**$948,500**	**7.42%**
Operating Expense							
Salaries & Benefits	$16,592,753	$16,695,256	$17,853,188	$18,264,460	$18,608,664	$1,157,932	6.94%
Materials & Supplies	$2,553,842	$2,446,107	$2,591,249	$2,524,123	$2,574,778	$145,142	5.93%
Contract Services	$3,587,629	$4,560,003	$4,576,495	$4,283,714	$4,455,037	$16,492	0.36%
Training, Memberships & Other	$721,348	$932,221	$1,006,220	$1,023,894	$1,018,833	$73,999	7.94%
Vehicle, Fleet & Equipment	$1,830,121	$2,121,983	$2,132,283	$2,059,470	$2,060,470	$10,300	0.49%
Utilities and Insurance	$2,197,790	$1,961,271	$2,119,344	$2,253,370	$2,396,934	$158,073	8.06%
Internal Services/Recovery	($2,636,662)	($2,318,216)	($2,363,027)	($2,407,195)	($2,456,720)	($44,811)	1.93%
Total Operating Expense	**$24,846,821**	**$26,398,625**	**$27,915,752**	**$28,001,836**	**$28,657,996**	**$1,517,127**	**5.75%**
Other Expense							
City Contribution	$14,680,211	$15,759,177	$16,852,186	$17,999,359	$19,198,210	$1,093,009	6.94%
Appropriations to Reserve	$2,806,552	$2,048,305	$1,959,442	$2,099,646	$2,099,646	($88,863)	-4.34%
Debt and Finance	$1,661,328	$1,166,610	$1,069,998	$1,437,096	$1,118,918	($96,612)	-8.28%
Transfer to Capital	$1,150,116	$1,267,005	$1,355,000	$4,946,000	$3,301,000	$87,995	6.95%
Total Other Expense	**$20,298,208**	**$20,241,097**	**$21,236,626**	**$26,482,101**	**$25,717,774**	**$995,529**	4.92%
Net Total	**($30,195,628)**	**($33,852,721)**	**($35,416,877)**	**($41,488,787)**	**($41,227,155)**	**($1,564,156)**	**4.62%**

1% Tax Levy	**$338,527**	**2026 Assess:**	**299,000**
		Increase:	**1,265,156**
		Levy:	**3.74%**

Variance Explanations

Revenue		As a % of NTL
-User Charge (Volume and Fee increase for Recreation, Parking, Transit, Plan & Dev - Permit fees)	$283,100	0.84%
-Government Funding - Increase in Ontario Municipal Provincial Funding ($403k) offset with a reduction use of dedicated gas tax for Transit	$294,143	0.87%
-Miscellaneous Revenue (Reduction in Recycling contract)	($295,865)	-0.87%
-Appropriations from Reserve (2024 Surplus $425k, Bridge Audit $140k & Elections $80k)	$667,121	1.97%
Total Revenues	**$948,499**	**2.80%**
Operating Expense		
-Salaries & Benefits (includes vacancy management reduction of $338K)	$1,157,932	3.42%
-Materials & Supplies (Computer Replacement & software renewal $60k, Arena Materials $20k, Docks & Parkade $70k, General Government $40k)	$145,142	0.43%
-Contract Services (Bridge Audit & Repairs $235k, Storm Sewer Regulations $90k, Transit $53k, Elections $52k, Communications Video $39k, offset with Decreases in RSM $25k, Advertising $23k , Flower Contract pricing $62k, Dispatch System $38k, and Roads $92k with a reallocation to Materials $61k, Brushing Expense moved to S&B $136k and miscellaneous $15k)	$16,491	0.05%
-Training, Memberships & Other (Fire O.Reg. 343 $80k, Emergency Alerting $10k and Bursary program $1k, offset Planning/Development and General Government decrease $20k)	$73,999	0.22%
-Vehicle, Fleet & Equipment	$10,300	0.03%
-Utilities and Insurance	$158,073	0.47%
-Internal Services/Recovery	($44,811)	-0.13%
Other Expense		
-City Contribution (OPP $777k, Home for Aged $98k, KDSB $83k, NWHU $34k, CIP $75k, Library/Museum $19k, Paratransit $7k, Cemetery $3k)	$1,093,009	3.23%
-Transfer to Capital - Projects funded through Net Tax Levy (approved December 2025)	$87,995	0.26%
-Debt & Finance (Loan matured for Discovery Centre and Railway & Recovery of Credit Card Fees)	($96,612)	-0.29%
-Appropriations to Reserve	($88,863)	-0.26%
Total Expenses	**$2,512,655**	**7.42%**
Less: 2026 Change in Municipal Tax Assessment - based on 2016 current value assessment	**$299,000**	**0.88%**
Total Increase from 2025 Adopted Budget to the 2026 Budget	**$1,265,156**	**3.74%**



2026 Adopted Budget

Operating Departments

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 Citizen Prosperity Trust Fund are included in this Planning Centre.

Corporate

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$79,429	$55,500	$55,500	$55,500	$55,500
Government Funding	$3,495,445	$3,829,645	$4,232,845	$4,232,845	$4,232,845
Interest Income	$3,103,873	$2,150,000	$2,150,000	$2,150,000	$2,150,000
Miscellaneous Revenue	$336,299	$437,500	$437,500	$437,500	$437,500
Appropriation from Reserve	-	-	$428,621	-	-
Total Revenues	**$7,015,046**	**$6,472,645**	**$7,304,466**	**$6,875,845**	**$6,875,845**
Operating Expenses					
Contract Services	$21,370	$21,370	$21,370	$21,370	$21,370
Total Operating Expense	**$21,370**	**$21,370**	**$21,370**	**$21,370**	**$21,370**
Other Expense					
Appropriations to Reserve	202,680	$130,000	$130,000	$130,000	$130,000
Total Other Expense	**202,680**	**$130,000**	**$130,000**	**$130,000**	**$130,000**
Net Total	**$6,790,996**	**$6,321,275**	**$7,153,096**	**$6,724,475**	**$6,724,475**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
Increase in Ontario Municipal Provincial Funding (OMPF)	$403,200
Increase Transfer From Reserves (2024 Surplus)	$428,621
Total Revenue	**$831,821**
Expense	
Net Increase over 2025 Adopted Budget	**$831,821**

2026 Budget Summary - General Government

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$30,652	$97,663	$107,663	$103,263	$103,263
Appropriations from Reserve	$0	$21,500	$80,000	$0	$0
Total Revenues	**$30,652**	**$119,163**	**$187,663**	**$103,263**	**$103,263**
Operating Expense					
Salaries & Benefits	$4,049,982	$3,624,541	$3,588,660	$3,859,448	$4,124,595
Materials & Supplies	$520,438	$499,397	$570,199	$551,115	$551,815
Contract Services	$1,019,870	$1,202,947	$1,244,102	$1,218,619	$1,230,617
Training, Memberships & Other	$337,729	$456,045	$441,995	$445,900	$445,900
Utilities and Insurance	$478,034	$57,328	$52,379	$55,360	$57,073
Internal Services/Recovery	($1,229,778)	($960,987)	($987,798)	($1,013,316)	($1,043,717)
Total Operating Expense	**$5,176,275**	**$4,879,271**	**$4,909,537**	**$5,117,126**	**$5,366,283**
Other Expense					
Appropriations to Reserve	$100,000	$130,000	$110,000	$130,000	$130,000
Debt and Finance	$11,182	$17,500	$10,000	$10,000	$10,000
Transfer to Capital	$0	$0	$275,000	$50,000	$0
Total Other Expense	**$11,182**	**$147,500**	**$395,000**	**$190,000**	**$140,000**
Net Total	**($5,156,805)**	**($4,907,608)**	**($5,116,874)**	**($5,203,863)**	**($5,403,020)**
Full Time Equivalent		**35.05**	**34.55**	**34.55**	**34.55**

MAYOR AND COUNCIL

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.

Mayor and Council

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	-	$2,188	$2,188	$2,188	$2,188
Appropriations from Reserve	-	-	$80,000	-	-
Total Revenues	**-**	**$2,188**	**$82,188**	**$2,188**	**$2,188**
Operating Expenses					
Salaries & Benefits	$200,478	$198,840	$230,822	$229,822	$229,822
Materials & Supplies	$1,688	$8,300	$30,400	$8,500	$8,500
Contract Services	$4,870	$5,000	$57,900	$5,200	$5,200
Training, Membership & Other	$164,295	$168,910	$181,070	$175,620	$175,620
Utilities and Insurance	$7,751	$17,466	$9,168	$9,648	$10,144
Total Operating Expense	**$379,082**	**$398,516**	**$509,360**	**$428,790**	**$429,286**
Other Expense					
Appropriations to Reserve	$20,000	$20,000	-	$20,000	$20,000
Total Other Expense	**$20,000**	**$20,000**	**-**	**$20,000**	**$20,000**
Net Total	**($399,082)**	**($416,328)**	**($427,172)**	**($446,602)**	**($447,098)**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
Appropriations from Election Reserves	$80,000
Expense	
Salaries & Benefit increase	$31,982
Materials & Supplies increase in computer replacement ($15,200) and Elections materials ($6,900)	$22,100
Contract Services increase for elections advertising and contracts	$52,900
Training, Membership & Other increase for elections ($6,650), council memberships and donations ($1,100), bursary program ($1,000), and travel and conference ($3,500).	$12,160
Utilities and Insurance decrease based on trend in actuals	($8,298)
Total Operating Expenses	**$110,844**
Other Expenses	
Appropriations to Elections Reserves paused for election year	($20,000)
Total Expense	**$90,844.00**
Net Increase over 2025 Adopted Budget	**$10,844**

OFFICE OF CAO

Organizational Support: Administration covers miscellaneous costs associated with sustaining municipal operations, but not with any department. It includes the CAO, and the Senior Leadership Team, whose activities involve multiple departments. The CAO is Council's 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 DESCRIPTION-OFFICE OF CAO

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.

Office of CAO

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Operating Expenses					
Salaries & Benefits	$392,095	$636,092	$418,353	$434,553	$450,114
Materials & Supplies	$1,424	$800	$9,000	$800	$800
Contract Services	$196,984	$135,000	$135,000	$135,000	$135,000
Training, Membership & Other	$47,989	$177,000	$142,000	$142,330	$142,330
Utilities and Insurance	$8,674	$8,142	$9,662	$10,553	$11,528
Internal Services/Recovery	$98	$100	$104	$106	$106
Total Operating Expense	**$647,264**	**$957,134**	**$714,119**	**$723,342**	**$739,878**
Net Total	**($647,264)**	**($957,134)**	**($714,119)**	**($723,342)**	**($739,878)**

Change from 2025 Adopted Budget to 2026 Budget

Expense	
Salaries & Benefits decrease (Delete: Executive Assistant & Indigenous Relations Advisor)	($217,739)
Decrease in Safety and Wellness miscellaneous expense	($35,000)
Materials & Supplies increase for computer replacement	$8,200
Utilities and Insurance increase	$1,520
Internal Services/Recovery	$4
Total Expense	**($243,015)**
Net Decrease over 2025 Adopted Budget	**($243,015)**

CITY CLERK

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.

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.

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.

City Clerk

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$68,804	$68,375	$74,275	$69,375	$69,375
Total Revenues	**$68,804**	**$68,375**	**$74,275**	**$69,375**	**$69,375**
Operating Expenses					
Salaries & Benefits	$1,143,700	$1,000,724	$1,163,590	$1,261,804	$1,283,138
Materials & Supplies	$21,078	$30,300	$39,550	$38,100	$38,100
Contract Services	$119,811	$128,823	$171,300	$136,750	$136,750
Training, Membership & Other	$27,550	$52,210	$59,750	$66,300	$66,300
Utilities and Insurance	$5,431	$3,000	$3,200	$3,335	$3,475
Internal Services/Recovery	($252,802)	($324,132)	($333,855)	($343,872)	($343,872)
Total Operating Expense	**$1,064,768**	**$890,925**	**$1,103,535**	**$1,162,417**	**$1,183,891**
Net Total	**($995,964)**	**($822,550)**	**($1,029,260)**	**($1,093,042)**	**($1,114,516)**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
User Fee increase	$5,900
Expense	
Salaries and Benefits increase (Add Deputy Clerk)	$162,866
Materials & Supplies - Increase in Computer Replacement , promo paper, office, dog tags	$9,250
Contract Services	
Advertising- blitz boards, digital tvs, Facebook boosts, Kenora-online banner, misc., municipal memo, radio, survey monkey subscription	$1,917
Contract Services- closed meeting investigator retainer, icompass annual cost, records retention, site improvements, website annual maintenance, and Communications Videoing	$39,560
Legal-legal consultation	$1,000
Training, Membership & Other - Indigenous relations training, OMMI designation, AMCTO conference and	$7,540
Utilities and Insurance increase	$200
Recovery Municipal- recovery conventional transit, Kenora wastewater and water, metered parking, solid waste	($9,723)
Total Expense	**$212,610**
Net Increase over 2025 Adopted Budget	**$212,110**

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).

Finance

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$33,848	$27,100	$31,200	$31,700	$31,700
Total Revenues	**$33,848**	**$27,100**	**$31,200**	**$31,700**	**$31,700**
Operating Expenses					
Salaries & Benefits	$1,118,578	$1,119,287	$1,087,372	$1,105,151	$1,115,861
Materials & Supplies	$276,243	$282,497	$283,349	$301,065	$305,665
Contract Services	$347,303	$370,719	$339,902	$376,669	$388,667
Training, Membership & Other	$26,479	$15,300	$16,425	$18,800	$18,800
Utilities and Insurance	$688	$1,236	$1,965	$2,040	$2,115
Internal Services/Recovery	($276,622)	($291,306)	($300,045)	($309,047)	($318,318)
Total Operating Expense	**$1,492,669**	**$1,497,733**	**$1,428,968**	**$1,494,678**	**$1,512,790**
Other Expense					
Debt and Finance	$11,182	$17,500	$10,000	$10,000	$10,000
Transfer to Capital	-	-	$275,000	$50,000	-
Total Other Expense	**$11,182**	**$17,500**	**$285,000**	**$60,000**	**$10,000**
Net Total	**($1,470,003)**	**($1,488,133)**	**($1,682,768**	**($1,522,978)**	**($1,491,090)**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
Miscellaneous User Fee increase	$4,100
Expense	
Salaries & Benefits decrease	($35,732)
Materials & Supplies increase in software renewal	$852
Contract Services increase for MPAC, audit fees, and offset with conclusion of AMP	($30,817)
Training, Membership & Other increase for training and memberships	$1,125
Utilities and Insurance increase	$729
Internal Services/Recovery increase	($8,739)
Debt and Finance decrease for recovery of purchase card service fees	($7,500)
Increase in transfer to capital for ERP/Financial System	$275,000
Total Operating Expense	**$194,918**
Net Increase over 2025 Adopted Budget	**$190,818**

HUMAN RESOURCES & RISK

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.

Human Resources & Risk

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Operating Expenses					
Salaries & Benefits	$1,192,684	$508,292	$614,106	$752,427	$968,569
Materials & Supplies	$20,539	$41,000	$62,500	$59,600	$53,500
Contract Services	$102,157	$163,405	$140,000	$130,000	$130,000
Training, Membership & Other	$71,417	$40,625	$40,750	$40,850	$40,850
Utilities and Insurance	$454,297	$26,934	$27,734	$29,120	$29,120
Internal Services/Recovery	($672,300)	($301,639)	($308,671)	($313,812)	($323,226)
Total Operating Expense	**$1,168,794**	**$478,617**	**$576,419**	**$698,185**	**$898,813**
Other Expense					
Appropriations to Reserve	-	$30,000	$30,000	$30,000	$30,000
Total Other Expense	**-**	**$30,000**	**$30,000**	**$30,000**	**$30,000**
Net Total	**($1,168,794)**	**($508,617)**	**($606,419)**	**($728,185)**	**($928,813)**

Change from 2025 Adopted Budget to 2026 Budget

Expenses	
Salaries & Benefits increase (Temporary Payroll Intern)	105,814
Materials & Supplies increase for computer replacement and Human Resources Information System (HRIS) annual subscription	$21,500
Contract Services decrease in advertising (recruitment)	(23,405)
Training, Membership & Other increase for Professional Memberships	$125
Utilities and Insurance increase	$800
Internal Services/Recovery increase	($7,032)
Total Expenses	**$97,802**
Net Increase over 2025 Adopted Budget	**$97,802**

INFORMATION TECHNOLOGY

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

Information Technology

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Operating Expenses					
Salaries & Benefits	$2,448	$161,306	$74,317	$75,690	$77,090
Materials & Supplies	$199,481	$136,500	$145,400	$143,050	$145,250
Contract Services	$248,835	$400,000	$400,000	$400,000	$400,000
Training, Membership & Other	-	$2,000	$2,000	$2,000	$2,000
Utilities and Insurance	$1,185	$550	$650	$677	$705
Internal Services/Recovery	($28,152)	($44,010)	($45,331)	($46,691)	($48,092)
Total Operating Expense	**$423,797**	**$656,346**	**$577,036**	**$574,726**	**$576,953**
Other Expense					
Appropriations to Reserve	$80,000	$80,000	$80,000	$80,000	$80,000
Total Other Expense	**$80,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**
Net Total	**($503,797)**	**($736,346)**	**($657,036)**	**($654,726)**	**($656,953)**

Change from 2025 Adopted Budget to 2026 Budget

Expense	
Salaries & Benefits decrease, 0.5 FTE allocated to Utilities (Water and Wastewater, Solid Waste)	($86,989)
Materials & Supplies increase for upgrades and replacement	$8,900
Utilities and Insurance	$100
Internal Services/Recovery increase	($1,321)
Total Expense	**($79,310)**
Net Decrease over 2025 Adopted Budget	**($79,310)**

2026 Budget Summary - Protection Services

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$344,199	$445,393	$472,585	$487,998	$490,463
Government Funding	$7,500	-	-	-	-
Miscellaneous Revenue	$1,500	-	-	-	-
Appropriation from Reserves	$988,461	$21,500	-	-	-
Total Revenues	**$1,341,660**	**$466,893**	**$472,585**	**$487,998**	**$490,463**
Operating Expense					
Salaries & Benefits	$3,002,272	$3,246,478	$3,946,083	$3,958,712	$3,981,041
Materials & Supplies	$322,305	$358,586	$353,278	$358,267	$353,353
Contract Services	$222,967	$224,617	$160,889	$154,454	$154,454
Training, Memberships & Other	$137,404	$169,556	$265,132	$267,040	$267,040
Vehicle, Fleet & Equipment	$70,173	$75,617	$77,162	$83,930	$83,930
Utilities and Insurance	$319,099	$333,593	$386,986	$411,517	$437,468
Internal Services/Recovery	($70,937)	($73,753)	($75,966)	($78,346)	($84,211)
Total Operating Expense	**$3,862,139**	**$4,334,694**	**$5,113,564**	**$5,155,574**	**$5,193,075**
Other Expense					
Appropriations to Reserve	$1,222,370	$307,167	$225,157	$317,146	$317,146
Debt and Finance	$318,341	$344,233	$344,237	$380,818	$62,638
Transfer to Capital	$25,843	$95,000	$95,000	-	-
Total Other Expense	**$1,566,554**	**$746,400**	**$664,394**	**$697,964**	**$379,784**
Net Total	**($4,087,033)**	**($4,614,201)**	**($5,305,373)**	**($5,365,540)**	**($5,082,396)**
Full Time Equivalent		**32.30**	**32.30**	**32.30**	**32.30**

* Police Board FTEs (5) removed (replace with per diem) & addition of 4 Firefighters & 1 Bylaw Supervisor

FIRE & EMERGENCY MEASURES

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 endeavor to uphold the unique camaraderie and trust that is the fire service **Emergency Management**: Provision of emergency management, including updating the plan and co-ordination of emergency activities and exercises

SERVICE DESCRIPTION-FIRE & EMERGENCY MEASURES

Under Protective Services, there are 3 fire stations:
Station #1 – Kenora; Station #2 – Keewatin; Station #3 – West HWY

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

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.

Emergency Management: The aim of Emergency Management is to provide a set of generic action guidelines 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 flexible document, adaptable to any emergency situation, reflecting the five components of emergency management, which are prevention, mitigation, preparedness, response, and recovery.

Operates & Trains Firefighters In The Effective Fire Operations Of The Following Equipment:
7 – Pumpers
1 - Rescue
1 - Aerial Truck
1 – Fire Boat

Fire Prevention and Public Fire Safety Education:
The CKFES has established a wide range of Public Fire Safety and Prevention Programs that occur throughout the year and focus on children, young adults, older adults, and seniors. Programming activity includes but is not limited to the following: Risk Watch, TAPP-C, Put a Lid On It, Older and Wiser, Remembering When, Alarmed for Life, Your Safe Home, Babysitter Program, Annual Home and Sports Show, Lake of the Woods Property Owners Association, Media radio, television, and newspaper, Fire Station Tours, School Presentations, Safe Grad, Christmas Fire Safety, Spring Fire Safety, Portable Fire Extinguisher Training-Nursing Home Staff, Hotel Staff, and City Staff, Water and Ice Safety, and Burning By-Law. The CKFES has established a substantive inspection program. Included types of inspections are the following:
Commercial/Industrial, A, B, and C Occupancies, 9.3 OFC, 9.4 OFC, 9.5 OFC, 9.6 OFC and 9.8 OFC, Residential upon request, Complaint, Solid Fuel Appliance, Liquor License, Real Estate Sales, and Burning By-Law.
Fire investigations shall be provided in accordance with the Fire Protection and Prevention Act.
Fire Prevention Training shall be maintained to the Ontario Fire Service Standard for Fire Prevention Officers, and to the Ministry of Municipal Affairs and Housing Standards.
New construction inspections and plan reviews of buildings under construction in matters respective of fire protection systems within buildings shall be conducted in accordance with the applicable By-Law and operating procedures.

Fire & Emergency Measures

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$90,282	$128,700	$129,122	$131,126	$131,126
Government Funding	$7,500	-	-	-	-
Miscellaneous Revenue	$1,500	-	-	-	-
Appropriation from Reserve	$988,461	-	-	-	-
Total Revenues	**$1,087,743**	**$128,700**	**$129,122**	**$131,126**	**$131,126**
Operating Expense					
Salaries & Benefits	$2,240,102	$2,284,883	$2,776,839	$2,780,935	$2,794,556
Materials & Supplies	$197,658	$201,450	$215,711	$208,085	$208,085
Contract Services	$116,504	$115,717	$77,589	$81,154	$81,154
Training, Membership & Other	$44,384	$127,926	$222,707	$224,615	$224,615
Vehicle, Fleet & Equipment	$57,767	$63,115	$64,660	$71,428	$71,428
Utilities and Insurance	$201,712	$213,628	$240,852	$258,647	$277,956
Total Operating Expense	**$2,858,127**	**$3,006,719**	**$3,598,358**	**$3,624,864**	**$3,657,794**
Other Expense					
Appropriations to Reserve	$1,088,658	$180,326	$100,310	$198,063	$198,063
Debt and Finance	$318,180	$344,023	$344,022	$380,598	$62,418
Transfer to Capital	25,843	$95,000	$95,000	-	-
Total Other Expense	**$1,432,681**	**$619,349**	**$539,332**	**$578,661**	**$260,481**
Net Total	**($3,203,065)**	**($3,497,368)**	**($4,008,568)**	**($4,072,399)**	**($3,787,149)**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
User charge increase - fire protection agreements	$422
Expense	
Salaries & Benefits increase of 4 FTE - Firefighters	$491,956
Materials & Supplies increase for computer replacement, protection equipment, station maintenance and inspection.	$14,261
Contract Services decrease for dispatch (maintain existing systems)	($38,128)
Training, Memberships & Other increase per O.Reg. 343/22 and Emergency Alerting System	$94,781
Vehicle, Fleet & Equipment increase	$1,545
Utilities and Insurance increase	$27,224
Total Operating Expense	**$591,639**
Other Expense	
Appropriations to Reserves decrease	($80,016)
Total Expense	**$511,623**
Net Increase over 2025 Adopted Budget	**$511,201**

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.

Police Board

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Operating Expense					
Salaries & Benefits	$1,955	$11,249	$10,000	$10,000	$10,000
Training, Memberships & Other	$13,574	$11,480	$11,500	$11,500	$11,500
Utilities and Insurance	$971	$2,480	$2,664	$3,090	$3,090
Total Operating Expense	**$16,500**	**$25,209**	**$24,164**	**$24,590**	**$24,590**
Other Expense					
Appropriations to Reserve	$10,000	$10,000	$10,000	$10,000	$10,000
Total Other Expense	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$10,000**
Net Total	**($26,500)**	**($35,209)**	**($34,164)**	**($34,590)**	**($34,590)**

Change from 2025 Adopted Budget to 2026 Budget

Expense	
Salaries & Benefits decrease	($1,249)
Training, Memberships & Other increase per O.Reg. 343/22	$20
Utilities and Insurance increase	$184
Total Operating Expense	**($1,045)**
Net Decrease over 2025 Adopted Budget	**($1,045)**

BY-LAW/POA

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.

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.

SERVICE DESCRIPTION-BY-LAW/POA

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.

By-Law/POA

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$126,880	$45,000	$29,230	$46,843	$49,307
Total Revenues	**$126,880**	**$45,000**	**$29,230**	**$46,843**	**$49,307**
Operating Expenses					
Salaries & Benefits	$440,087	$453,538	$604,648	$608,393	$612,215
Materials & Supplies	$7,552	$6,940	$9,140	$13,240	$13,240
Contract Services	-	$3,150	$3,150	$3,150	$3,150
Training, Membership & Other	$36,539	$24,910	$22,125	$22,125	$22,125
Vehicle, Fleet & Equipment	$10,281	$11,316	$11,316	$11,316	$11,316
Utilities and Insurance	$10,195	$11,741	$11,895	$12,726	$13,627
Internal Services/Recovery	($29,558)	($30,160)	($31,065)	($31,998)	($32,956)
Total Operating Expense	**$475,096**	**$481,435**	**$631,209**	**$638,952**	**$642,717**
Other Expense					
Appropriations to Reserve	$10,000	$10,000	$10,000	$10,000	$10,000
Debt and Finance	$161	$210	$215	$220	$220
Total Other Expense	**$10,161**	**$10,210**	**$10,215**	**$10,220**	**$10,220**
Net Total	**($358,377)**	**($446,645)**	**($612,194)**	**($602,329)**	**($603,630)**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
Decrease in Provincial offenses revenue	($15,770)
Expense	
Salaries & Benefits increase - Add Supervisor of Bylaw	$151,110
Materials & Supplies - increase in computer replacement	$2,200
Training, Membership & Other - decrease in from 2025 standards training	($2,785)
Utilities and Insurance	$154
Internal Services/Recovery - increase	($905)
Total Operating Expense	**$149,774**
Debt and Finance - Interest and Bank Charges	$5
Net Increase over 2025 Adopted Budget	**$165,549**

BUILDING INSPECTIONS/FACILITIES

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.

City Rentals/Hall: Manages leases agreements and building and grounds maintenance of City Hall

SERVICE DESCRIPTION-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.

Building Inspections/Facilities

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$235,375	$271,693	$313,693	$313,985	$313,985
Appropriations from Reserves	-	$21,500	-	-	-
Total Revenues	**$235,375**	**$293,193**	**$313,693**	**$313,985**	**$313,985**
Operating Expenses					
Salaries & Benefits	$320,128	$496,808	$554,596	$559,384	$564,270
Materials & Supplies	$116,870	$150,196	$128,427	$136,942	$132,028
Contract Services	$106,463	$105,750	$80,150	$70,150	$70,150
Training, Membership & Other	$42,907	$5,240	$8,800	$8,800	$8,800
Vehicle, Fleet & Equipment	$2,125	$1,186	$1,186	$1,186	$1,186
Utilities and Insurance	$106,220	$105,744	$131,575	$137,054	$142,795
Internal Services/Recovery	($41,379)	($43,593)	($44,901)	($46,348)	($51,255)
Total Operating Expense	**$653,334**	**$821,331**	**$859,833**	**$867,168**	**$867,974**
Appropriations to Reserve	$113,712	$106,841	$104,847	$99,083	$99,083
Total Other Expense	**$113,712**	**$106,841**	**$104,847**	**$99,083**	**$99,083**
Net Total	**($531,671)**	**($634,979)**	**($650,987)**	**($652,266)**	**($653,072)**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
Building Permits	$42,000
Decrease in appropriation from reserves	($21,500)
Total Revenue	**$20,500**
Expense	
Salaries & Benefits increase	$57,788
Materials & Supplies - decrease (walkway and ladder work in 2025)	($21,769)
Contract Services - decrease in RSM contract use	($25,600)
Training, Memberships & Other increase for memberships in AMCTO, LAS, Canadian Construction Association and training.	$3,560
Utilities and Insurance decrease	$25,831
Increase in recovery	($1,308)
Decrease in Appropriation to Reserves	($1,994)
Total Expense	**$36,508**
Net Increase over 2025 Adopted Budget	**$16,008**

2026 Budget Summary - Infrastructure and Operations

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$885,201	$1,298,738	$1,424,340	$1,429,981	$1,429,981
Government Funding	$233,400	$508,442	$399,385	$341,552	$341,552
Miscellaneous Revenue	$79,622	$0	$60,000	$60,000	$60,000
Appropriations from Reserve	$206,654	$20,000	$180,000	$20,000	$170,000
Total Revenues	**$1,404,877**	**$1,827,180**	**$2,063,725**	**$1,851,533**	**$2,001,533**
Operating Expense					
Salaries & Benefits	$4,454,423	$4,765,290	$4,953,187	$4,987,499	$5,012,209
Materials & Supplies	$1,149,862	$1,085,654	$1,094,124	$1,054,822	$1,102,161
Contract Services	$1,467,088	$2,348,803	$2,390,444	$2,157,956	$2,328,282
Training, Memberships & Other	$39,056	$67,523	$66,111	$72,519	$66,960
Vehicle, Fleet & Equipment	$1,542,637	$1,779,402	$1,795,611	$1,719,866	$1,720,866
Utilities and Insurance	$443,707	$521,100	$516,843	$551,064	$589,412
Internal Services/Recovery	($1,330,955)	($1,283,476)	($1,299,263)	($1,315,533)	($1,328,792)
Total Operating Expense	**$7,765,818**	**$9,284,296**	**$9,517,057**	**$9,228,193**	**$9,491,098**
Other Expense					
City Contribution	$102,047	$90,882	$97,976	$101,363	$102,877
Appropriations to Reserve	$788,000	$1,057,639	$1,070,785	$1,109,000	$1,109,000
Debt and Finance	$416,513	$489,068	$489,269	$879,796	$879,796
Transfer to Capital	$923,706	$1,172,005	$985,000	$4,896,000	$3,301,000
Total Other Expense	**$2,230,266**	**$2,809,594**	**$2,643,030**	**$6,986,159**	**$5,392,673**
Net Total	**($8,591,207)**	**($10,266,710)**	**($10,096,362)**	**($14,362,819)**	**($12,882,238)**
Full Time Equivalent		**46.37**	**45.37**	**45.37**	**45.37**

ENGINEERING & ADMINISTRATION

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.

SERVICE DESCRIPTION-ENGINEERING & ADMINISTRATION

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 geo spatial 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.
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.

Engineering & Administration

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$477	$13,100	$13,100	$13,100	$13,100
Total Revenues	**$477**	**$13,100**	**$13,100**	**$13,100**	**$13,100**
Operating Expenses					
Salaries & Benefits	$1,319,440	$1,279,852	$1,192,185	$1,216,985	$1,231,961
Materials & Supplies	$64,931	$99,850	$85,740	$55,837	$96,141
Contract Services	$45,534	$6,200	$91,500	$6,900	$6,900
Training, Memberships & Other	$20,690	$21,085	$21,658	$21,958	$22,214
Vehicle, Fleet & Equipment	$5,396	$11,298	$8,298	$8,298	$8,298
Utilities and Insurance	$20,547	$23,620	$23,156	$23,633	$25,570
Internal Services/Recovery	($155,293)	($155,793)	($160,467)	($165,280)	($170,239)
Total Operating Expense	**$1,321,245**	**$1,286,112**	**$1,262,070**	**$1,168,331**	**$1,220,845**
Other Expense					
Appropriations to Reserve	$25,000	$25,000	$25,000	$25,000	$25,000
Transfer to Capital	54,133	$62,500	-	-	-
Total Other Expense	**$79,133**	**$87,500**	**$25,000**	**$25,000**	**$25,000**
Net Total	**($1,399,901)**	**($1,360,512)**	**($1,273,970)**	**($1,180,231)**	**($1,232,745)**

Change from 2025 Adopted Budget to 2026 Budget

Expense	
Salaries & Benefits decrease - Development Engineer to Planning as part of the reorganization	($87,667)
Materials & Suppliers decrease	($14,110)
Contract Services increase mainly - Ontario Environment Approval regulations for storm sewer	$85,300
Training, Memberships & Others	$573
Vehicle, Fleet & Equipment	($3,000)
Utilities and Insurance	($464)
Internal Services/Recovery	($4,674)
Total Operating Expense	**($24,042)**
Other Expense	
Decrease in Transfer to Capital	($62,500)
Total Other Expense	**($62,500)**
Net Increase over 2025 Adopted Budget	**($86,542)**

ROADS & BRIDGES

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.

SERVICE DESCRIPTION-ROADS & BRIDGES

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 Recycler and Hot Box, but larger patches are contracted out to a paving provider.

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.

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 respread on the road surface. Partial reconstruction of the road is then required. On average the city lays 5000 tons of new gravel materials on roads requiring rebuilding.

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

Storm Drains: The Roads department performs maintenance and repairs on the City's stormwater catch basins, piping and culverts. The department completes regular flushing and cleanout of catch basins and piping that is known to repeatedly collect material over the Winter and Summer seasons. With data from the Engineering Department's CCTV inspections, the Roads department works to replace storm piping that is beginning to fail. Reports of failures and flooding are dealt with as they arise.

Streetlights and Traffic Signals: The Roads Department promptly responds to reports of streetlight and traffic signal outages or damage. This includes swift actions such as evaluation, restoration, or replacement when required. Managing vegetation involves clearing around the mast's base and removing plant growth obstructing the light's trajectory. The Department works with Engineering to ensure a consistent enhancement and renewal of its street lighting and traffic signal system via capital initiatives.

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

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

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.

Roads & Bridges

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$105,531	$112,138	$112,000	$112,000	$112,000
Government Funding	$0	-	-	-	-
Appropriations from Reserve	100,000	-	$140,000	-	$150,000
Total Revenues	**$205,531**	**$112,138**	**$252,000**	**$112,000**	**$262,000**
Operating Expenses					
Salaries & Benefits	$2,377,517	$2,511,915	$2,707,261	$2,713,825	$2,720,584
Materials & Supplies	$597,435	$515,543	$493,215	$488,615	$488,615
Contract Services	$764,187	$1,168,999	$1,132,944	$982,427	$1,152,753
Training, Membership & Other	$3,569	$14,700	$15,500	$15,500	$15,500
Vehicle, Fleet & Equipment	$482,728	$429,415	$430,135	$430,390	$430,390
Utilities and Insurance	$245,976	$296,439	$292,838	$313,304	$335,404
Internal Services/Recovery	($98,230)	($103,902)	($107,052)	($110,296)	($110,126)
Total Operating Expense	**$4,373,182**	**$4,833,109**	**$4,964,841**	**$4,833,765**	**$5,033,120**
Other Expense					
Appropriations to Reserve	$50,000	$135,000	$135,000	$160,000	$160,000
Debt and Finance	$410,239	$481,068	$481,068	$871,376	$871,376
Transfer to Capital	869,571.57	$1,109,505	$985,000	$4,896,000	$3,301,000
Total Other Expense	**$1,329,811**	**$1,725,573**	**$1,601,068**	**$5,927,376**	**$4,332,376**
Net Total	**($5,497,462)**	**($6,446,544)**	**($6,313,909)**	**($10,649,141)**	**($9,103,496)**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
User Fees decrease	($138)
Appropriations from Reserve increase for cyclical bridge audit	$140,000
Total Revenue	**$139,862**
Expense	
Salaries & Benefits increase (brushing and ditching previously in contract services)	$195,346
Materials & Supplies decrease	($22,328)
Contract Services increase for bridge audit and repairs ($235k) offset with a shift of brushing expense to S&B ($136k), reduction in Janitorial ($43K) and Roads contract services ($92k)	($36,055)
Training, Membership & Other increase	$800
Vehicle, Fleet & Equipment increase	$720
Utilities and Insurance decrease	($3,601)
Internal Services/Recovery increase	($3,150)
Total Operating Expense	**$131,732**
Other Expense	
Transfer to Capital decrease	($124,505)
Total Expense	**$7,227**
Net Decrease over 2025 Adopted Budget	**($132,635)**

WINTER CONTROL

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.

Winter Control

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Operating Expenses					
Materials & Supplies	$231,961	$204,000	$194,000	$194,000	$194,000
Vehicle, Fleet & Equipment	$314,237	$545,000	$535,000	$535,000	$535,000
Total Operating Expense	**$546,198**	**$749,000**	**$729,000**	**$729,000**	**$729,000**
Other Expense					
Appropriations to Reserve	$25,000	$25,000	$25,000	$25,000	$25,000
Total Other Expense	**$25,000**	**$25,000**	**$25,000**	**$25,000**	**$25,000**
Net Total	**($571,198)**	**($774,000)**	**($754,000)**	**($754,000)**	**($754,000)**

Change from 2025 Adopted Budget to 2026 Budget

Expense	
Materials & Supplies decrease	($10,000)
Vehicle, Fleet & Equipment decrease	($10,000)
Total Expense	**($20,000)**
Net Decrease over 2025 Adopted Budget	**$20,000**

CONVENTIONAL AND ACCESSIBLE TRANSIT

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-today-coordination of services. The conventional transit services is contracted to a third party to provide the day to day operational services.

Transit

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$45,297	$177,000	$279,540	$284,681	$284,681
Government Funding	$233,400	$508,442	$399,385	$341,552	$341,552
Appropriation from Reserve	$86,654	$0	$0	$0	$0
Total Revenues	**$365,351**	**$685,442**	**$678,925**	**$626,233**	**$626,233**
Operating Expenses					
Materials & Supplies	$8,308	$3,893	$3,935	$3,978	$3,978
Contract Services	$591,654	$1,062,304	$1,115,403	$1,137,711	$1,137,711
Total Operating Expense	**$599,962**	**$1,066,197**	**$1,119,338**	**$1,141,689**	**$1,141,689**
Other Expense					
City Contribution	$102,047	$90,882	$97,976	$101,363	$102,877
Debt and Finance	$1,363	-	-	-	-
Total Other Expense	**$103,410**	**$90,882**	**$97,976**	**$101,363**	**$102,877**
Net Total	**($338,021)**	**($471,637)**	**($538,389)**	**($616,819)**	**($618,333)**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
Increase in fees and forecasted volume, advertising and catchment	$102,540
Government Funding adjustment from startup of MTO and annual dedicated Gas tax previously held in reserve.	($109,057)
Total Revenue	**($6,517)**
Expense	
Materials & Supplies increase	$42
Contract Services increase in VIA contract	$53,099
Total Operating Expense	**$53,141**
Other Expenses	
City Contribution increase for accessible transit	$7,094
Total Expense	**$60,235**
Net Increase over 2025 Adopted Budget	**$66,752**

PARKING/DOCKS & WHARFS

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

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.

Parking/Docks & Wharfs

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$733,896	$996,500	$1,019,700	$1,020,200	$1,020,200
Appropriations from Reserve	20,000	$20,000	$40,000	$20,000	$20,000
Total Revenues	**$753,896**	**$1,016,500**	**$1,059,700**	**$1,040,200**	**$1,040,200**
Operating Expenses					
Salaries & Benefits	$99,465	$59,783	$63,829	$63,829	$63,829
Materials & Supplies	$80,511	$98,071	$166,823	$167,598	$167,598
Contract Services	$52,038	$96,000	$35,000	$15,000	$15,000
Training, Membership & Other	-	$1,000	$1,000	$1,000	$1,000
Vehicle, Fleet & Equipment	$300	$400	$400	$400	$400
Utilities and Insurance	$7,909	$8,865	$9,454	$10,174	$10,956
Internal Services/Recovery	$81,269	$81,682	$83,724	$85,817	$87,962
Total Operating Expense	**$321,492**	**$345,801**	**$360,230**	**$343,818**	**$346,745**
Other Expense					
Appropriations to Reserve	25,000	$196,379	$196,000	$196,000	$196,000
Debt and Finance	$4,912	$8,000	$8,200	$8,420	$8,420
Total Other Expense	**$29,912**	**$204,379**	**$204,200**	**$204,420**	**$204,420**
Net Total	**$402,492**	**$466,320**	**$495,270**	**$491,962**	**$489,035**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
User Fees increase	$23,200
Appropriations from Reserves increase for dock repairs and maintenance	$20,000
Total Revenue	**$43,200**
Expense	
Salary and Benefits increase	$4,046
Materials & Supplies increase for dock repair & replacement program and parkade repairs	$68,752
Contract Services decrease - reallocated to materials and supplies account	($61,000)
Utilities and Insurance increase	$589
Internal Services/Recovery increase	$2,042
Total Operating Expense	**$14,429**
Other Expense	
decrease	($379)
Debt and Finance-Interest and bank charges	$200
Other Expense Totals	**($179)**
Total Expense	**$14,250**
Net Increase over 2025 Adopted Budget	**$28,950**

STREETLIGHTING

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

Streetlighting

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Operating Expenses					
Salaries & Benefits	$7,722	-	-	-	-
Materials & Supplies	$59,077	$56,700	$45,000	$45,000	$45,000
Vehicle, Fleet & Equipment	$3,822	$2,500	$2,500	$2,500	$2,500
Utilities and Insurance	$97,812	$110,000	$111,028	$115,700	$120,560
Total Operating Expense	**$168,433**	**$169,200**	**$158,528**	**$163,200**	**$168,060**
Net Total	**($168,433)**	**($169,200)**	**($158,528)**	**($163,200)**	**($168,060)**

Change from 2025 Adopted Budget to 2026 Budget

Expense	
Materials & Supplies decrease in replacement of poles - returning to regular schedule	($11,700)
Utilities and Insurance increase	$1,028
Total Expense	**($10,672)**
Net Decrease over 2025 Adopted Budget	**($10,672)**

GARAGE & WAREHOUSE

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 DESCRIPTION-FLEET

Vehicles and Equipment:

• City's Fleet of Equipment Consists of a total of 142 pieces of small and large vehicles and equipment, supplemented by 129 smaller support pieces:

• Fire - 12 Units (Apparatus/Boats/ATV's/Trailers)

• Light Fleet – 59 Units (Cars, SUVs, Pickup Trucks and Vans)

• Heavy/ Equipment- 71 Units (Construction Equipment, Boats, Transit Buses, Snowplows, implements and Attachments, Scissor Lifts, Vacuum Trucks etc.)

• Small Engine – 129 Units (Chain Saws, Weed Trimmers, Generators, Snow Blowers, etc.)

Equipment & Vehicle Repair Service:

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

Compliance:

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

Taxi Meter Certification:

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

Procurement & Disposition of Equipment & Vehicles:

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

Equipment & Vehicle Allocation:

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

Procurement of Parts & Inventory and Consumables:

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

Department Support Services:

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

Garage & Warehouse

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
Miscellaneous Revenue	$79,622	-	60,000	60,000	60,000
Total Revenues	**$79,622**	**-**	**60,000**	**60,000**	**60,000**
Operating Expenses					
Salaries & Benefits	$650,234	$913,741	$989,912	$992,859	$995,835
Materials & Supplies	$107,639	$107,597	$105,411	$99,794	$106,829
Contract Services	$13,674	$15,300	$15,600	$15,918	$15,918
Training, Memberships & Other	$14,797	$30,738	$27,953	$34,061	$28,246
Vehicle, Fleet & Equipment	$736,154	$790,789	$819,278	$743,278	$744,278
Utilities and Insurance	$71,463	$82,176	$80,367	$88,253	$96,922
Internal Services/Recovery	($1,158,701)	($1,105,463)	($1,115,468)	($1,125,774)	($1,136,389)
Total Operating Expense	**$435,260**	**$834,878**	**$923,053**	**$848,389**	**$851,639**
Other Expense					
Appropriations to Reserve	$663,000	$676,260	$689,785	$703,000	$703,000
Total Other Expense	**$663,000**	**$676,260**	**$689,785**	**$703,000**	**$703,000**
Net Total	**($1,018,638)**	**($1,511,138)**	**($1,552,838)**	**($1,491,389)**	**($1,494,639)**

Change from 2025 Adopted Budget to 2026 Budget

Revenue - Miscellaneous Revenue increase	$60,000
Expense	
Salaries & Benefits increase	$76,171
Materials & Supplies decrease	($2,186)
Contract Services	$300
Training, Membership & Other decrease due to cyclical renewals	($2,785)
Vehicle, Fleet & Equipment increase due to repairs on Diesel Particulate Filters, Sweeper Barrel, Summer tires, New Tracks, general maintenance, and Gas & Diesel	$28,489
Utilities and Insurance	($1,809)
Internal Services/Recovery	($10,005)
Total Operating Expense	**$88,175**
Other Expense	
Appropriations to Reserves	$13,525
Total Other Expense	**$13,525**
Net Increase over 2025 Adopted Budget	**$41,700**

ENVIRONMENT/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 landfill, both supporting the recycling and reuse of the materials and extending the life of the Landfill. The province's aim is to make recycling and reuse of the materials and extending the life of the Landfill. The province's aim is to make recycling 100% funded by the Producers of the waste and the City adheres to the governing regulations to receive the program funding

SERVICE DESCRIPTION-ENVIRONMENT/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 commercial businesses to aid in further diversion from the landfill. In 2022, approximately 395 tonnes were collected.

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

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

Environment/Recycling

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$22,515	$47,920	$47,920	$47,920	$47,920
Miscellaneous Revenue	$1,301,891	$1,309,925	$932,925	$822,325	$822,325
Total Revenues	**$1,324,406**	**$1,357,845**	**$980,845**	**$870,245**	**$870,245**
Operating Expenses					
Salaries & Benefits	$74,709	$81,278	$86,812	$86,812	$86,812
Materials & Supplies	$7,622	$40,000	$31,750	$31,750	$31,750
Contract Services	-	-	-	-	-
Vehicle, Fleet & Equipment	$144,935	$165,550	$165,550	$165,550	$165,550
Utilities and Insurance	$5,203	$8,305	$8,544	$8,923	$9,315
Total Operating Expense	**$232,469**	**$295,133**	**$292,656**	**$293,035**	**$293,427**
Net Total	**$1,091,937**	**$1,062,712**	**$688,189**	**$577,210**	**$576,818**
Full Time Equivalent		1.00	1.00	1.00	1.00

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
Circular Materials decrease in contract renewal	($377,000)
Expense	
Salaries & benefits increase	$5,534
Materials & Supplies decrease based on trending actuals	($8,250)
Utilities and Insurance	$239
Total Expense	**($2,477)**
Net decrease over 2025 Adopted Budget	**($374,523)**

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 DESCRIPTION - CEMETERY

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

Customer Service:
The 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 perform genealogy tracing of relatives through Kenora's history of interments and obituaries Provides arrangement of opening and closing services, sales of interment sites, arrange for transfer of rights privately or back to the cemetery

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

Cemetery Grounds Maintenance:
City staff 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, ditching and other larger scopes.

Cemetery

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Other Expense					
City Contribution	$174,448	$51,385	$54,586	$81,459	$84,614
Total Other Expense	**$174,448**	**$51,385**	**$54,586**	**$81,459**	**$84,614**
Net Total	**($174,448)**	**($51,385)**	**($54,586)**	**($81,459)**	**($84,614)**
Full Time Equivalent		2.00	2.00	2.00	2.00

Change from 2025 Adopted Budget to 2026 Budget	
Expense	
City Funding increase	($3,201)
Net Increase over 2025 Adopted Budget	**($3,201)**

2026 Budget Summary - Recreation and Culture

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$1,429,169	$1,680,031	$1,795,571	$1,888,534	$1,889,534
Miscellaneous Revenue	$26,999	$21,900	$27,850	$27,800	$27,800
Appropriations from Reserve	-	-	-	-	-
Total Revenues	**$1,456,168**	**$1,701,931**	**$1,823,421**	**$1,916,334**	**$1,917,334**
Operating Expense					
Salaries & Benefits	$3,300,676	$3,359,821	$3,772,405	$3,838,322	$3,852,411
Materials & Supplies	$512,180	$411,850	$484,850	$477,750	$480,680
Contract Services	$563,517	$641,000	$584,225	$575,850	$575,850
Training, Memberships & Other	$26,064	$53,525	$53,550	$53,550	$54,150
Vehicle, Fleet & Equipment	$71,628	$101,108	$93,648	$89,808	$89,808
Utilities and Insurance	$870,178	$942,028	$1,046,019	$1,110,905	$1,180,400
Internal Services/Recovery	($5,098)	-	-	-	-
Total Operating Expense	**$5,339,145**	**$5,509,332**	**$6,034,697**	**$6,146,185**	**$6,233,299**
Other Expense					
City Contribution	$1,481,031	$1,506,297	$1,526,130	$1,560,897	$1,577,019
Appropriations to Reserve	$289,500	$423,500	$423,500	$413,500	$413,500
Debt and Finance	$134,133	$169,982	$166,483	$166,482	$166,484
Transfer to Capital	$200,568	-	-	-	-
Total Other Expense	**$2,105,232**	**$2,099,779**	**$2,116,113**	**$2,140,879**	**$2,157,003**
Net Total	**($5,988,209)**	**($5,907,180)**	**($6,327,389)**	**($6,370,730)**	**($6,472,968)**
Full Time Equivalent		**43.25**	**45.25**	**45.25**	**45.25**

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.

Parks

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$58,581	$53,180	$54,708	$55,971	$55,971
Total Revenues	**$58,581**	**$53,180**	**$54,708**	**$55,971**	**$55,971**
Operating Expenses					
Salaries & Benefits	$800,309	$947,530	$999,070	$1,001,965	$1,006,008
Materials & Supplies	$59,331	$83,250	$79,150	$79,150	$79,150
Contract Services	$360,101	$388,350	$316,050	$316,050	$316,050
Training, Membership & Other	$2,441	$9,300	$7,900	$7,900	$8,500
Vehicle, Fleet & Equipment	$58,519	$66,581	$66,281	$63,881	$63,881
Utilities and Insurance	$177,629	$199,159	$211,169	$225,302	$240,559
Internal Services/Recovery	($4,658)	-	-	-	-
Total Operating Expense	**$1,453,672**	**$1,694,170**	**$1,679,620**	**$1,694,248**	**$1,714,148**
Other Expense					
Appropriations to Reserve	15,000	$15,000	$15,000	$15,000	$15,000
Transfer to Capital	155,630	-	-	-	-
Total Other Expense	**170,630**	**$15,000**	**$15,000**	**$15,000**	**$15,000**
Net Total	**($1,565,721)**	**($1,655,990)**	**($1,639,912)**	**($1,653,277)**	**($1,673,177)**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
User Fees approved annual increase	$1,528
Expense	
Salaries & Benefits increase	$51,540
Materials & Supplies decrease	($4,100)
Contract Services decrease in flower contract pricing and downtown reforestation	($72,300)
Training, Memberships & Others decrease	($1,400)
Vehicle, Fleet & Equipment	($300)
Utilities and Insurance increase	$12,010
Total Expense	**($14,550)**
Net Decrease over 2025 Adopted Budget	**($16,078)**

RECREATION CENTRES & PROGRAMS

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.

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.

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.

Recreation Centres & Programs

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$1,370,588	$1,626,851	$1,737,863	$1,829,563	$1,830,563
Miscellaneous Revenue	$26,999	$21,900	$27,850	$27,800	$27,800
Total Revenues	**$1,397,587**	**$1,648,751**	**$1,765,713**	**$1,857,363**	**$1,858,363**
Operating Expenses					
Salaries & Benefits	$2,500,367	$2,412,291	$2,773,335	$2,836,356	$2,846,403
Materials & Supplies	$433,322	$323,100	$400,200	$393,100	$393,830
Contract Services	$203,415	$252,650	$268,175	$259,800	$259,800
Training, Membership & Other	$23,683	$44,150	$45,650	$45,650	$45,650
Vehicle, Fleet & Equipment	$13,076	$34,527	$27,367	$25,927	$25,927
Utilities and Insurance	$692,549	$742,869	$834,850	$885,603	$939,841
Internal Services/Recovery	($440)	-	-	-	-
Total Operating Expense	**$3,865,972**	**$3,809,587**	**$4,349,577**	**$4,446,436**	**$4,511,451**
Other Expense					
Appropriations to Reserve	222,000	$271,000	$271,000	$271,000	$271,000
Debt and Finance	$134,133	$169,982	$166,483	$166,482	$166,484
Transfer to Capital	44,938	-	-	-	-
Total Other Expense	**401,071**	**$440,982**	**$437,483**	**$437,482**	**$437,484**
Net Total	**($2,869,456)**	**($2,601,818)**	**($3,021,347)**	**($3,026,555)**	**($3,090,572)**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
User Fees approved annual increase	$111,012
Miscellaneous Revenue increase for concession contracts	$5,950
Total Revenue	**$116,962**
Expense	
Salaries & Benefits increase - Add Recreation Programmer and Maintenance Supervisor	$361,044
Materials & Supplies increase for MCSC chemicals & repairs ($45,000), Fitness Centre repairs ($4,700), and MCSC complex repairs ($26,700)	$77,100
Contract Services increase due to pool/dry land contracts, dectron service and boiler servicing	$15,525
Training, Membership & Other increase	$1,500
Vehicle, Fleet & Equipment decrease due to cyclical maintenance schedule	($7,160)
Utilities & Insurance increase	$91,981
Total Operating Expense	**$539,990**
Other Expense	
Debt and Finance decrease - reduction in credit card fees	($3,499)
Total Expense	**$536,491**
Net Increase over 2025 Adopted Budget	**$419,529**

COMMUNITY & SPECIAL EVENTS

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.

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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 Springprep 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.

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Operating Expenses					
Materials & Supplies	$19,527	$5,500	$5,500	$5,500	$5,500
Training, Membership & Other	-	$75	-	-	-
Vehicle, Fleet & Equipment	$32	-	-	-	-
Total Operating Expense	**$19,559**	**$5,575**	**$5,500**	**$5,500**	**$5,500**
Other Expense					
City Contribution	$24,275	$39,000	$39,000	$40,000	$40,000
Appropriations to Reserve	15,000	$25,000	$25,000	$15,000	$15,000
Total Other Expense	**$39,275**	**$64,000**	**$64,000**	**$55,000**	**$55,000**
Net Total	**($58,834)**	**($69,575)**	**($69,500)**	**($60,500)**	**($60,500)**

Change from 2025 Adopted Budget to 2026 Budget Expense	($75)
Change from 2025 Adopted Budget	**($75)**

LOTW MUSEUM & LIBRARY

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.

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.

LOTW Museum & Library

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Other Expense					
City Contribution	$1,456,756	$1,467,297	$1,487,130	$1,520,897	$1,537,019
Appropriations to Reserve	37,500	$112,500	$112,500	$112,500	$112,500
Total Other Expense	**$1,494,256**	**$1,579,797**	**$1,599,630**	**$1,633,397**	**$1,649,519**
Net Total	**($1,494,256)**	**($1,579,797)**	**($1,599,630)**	**($1,633,397)**	**($1,649,519)**

Change from 2025 Adopted Budget to 2026 Budget

Expense	
City Funding increase	$19,833
Net Increase over 2025 Adopted Budget	**$19,833**

2026 Budget Summary - Planning and Development

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$129,797	$89,165	$94,330	$96,098	$96,098
Government Funding	$217,400	$153,000	$153,000	$153,000	$153,000
Miscellaneous Revenue	$227,843	$159,636	$174,821	$174,834	$174,834
Appropriations from Reserve	$638,928	-	$20,000	-	-
Total Revenues	**$1,213,968**	**$401,801**	**$442,151**	**$423,932**	**$423,932**
Operating Expense					
Salaries & Benefits	$1,710,696	$1,550,969	$1,506,140	$1,529,659	$1,547,584
Materials & Supplies	$41,279	$50,620	$57,048	$50,419	$55,019
Contract Services	$292,729	$121,266	$175,465	$155,465	$155,465
Training, Memberships & Other	$168,866	$170,572	$163,432	$168,885	$168,783
Vehicle, Fleet & Equipment	$749	$306	$312	$315	$315
Utilities and Insurance	$81,739	$97,447	$107,093	$114,111	$121,776
Total Operating Expense	**$2,320,242**	**$1,991,180**	**$2,009,490**	**$2,018,854**	**$2,048,942**
Other Expense					
City Contribution	$103,786	$125,000	$200,000	$200,000	$200,000
Appropriations to Reserve	$194,919	-	-	-	-
Debt and Finance	$781,158	$145,828	$60,009	-	-
Total Other Expense	**$1,079,863**	**$270,828**	**$260,009**	**$200,000**	**$200,000**
Net Total	**($2,186,137)**	**($1,860,207)**	**($1,827,348)**	**($1,794,922)**	**($1,825,010)**
Full Time Equivalent		**12.00**	**11.00**	**11.00**	**11.00**

DEVELOPMENT SERVICES

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.

Development Services

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$116,952	$70,915	$72,330	$74,098	$74,098
Miscellaneous Revenue	$47,461	$134,370	$134,390	$134,440	$134,440
Appropriation from Reserve	$928	-	-	-	-
Total Revenues	**$165,341**	**$205,285**	**$206,720**	**$208,538**	**$208,538**
Operating Expenses					
Salaries & Benefits	$686,016	$607,050	$819,408	$834,668	$843,992
Materials & Supplies	$9,877	$2,755	$5,112	$2,858	$5,258
Contract Services	$169,875	$70,486	$71,655	$71,655	$71,655
Training, Membership & Other	$16,905	$39,846	$37,295	$38,667	$38,667
Utilities and Insurance	$1,074	$1,500	$1,500	$1,542	$1,585
Total Operating Expense	**$883,747**	**$721,637**	**$934,970**	**$949,390**	**$961,157**
Other Expense					
City Contribution	$103,786	$125,000	$200,000	$200,000	$200,000
Appropriations to Reserve	$21,214	-	-	-	-
Debt and Finance	$60	$3,600	-	-	-
Total Other Expense	**$125,060**	**$128,600**	**$200,000**	**$200,000**	**$200,000**
Net Total	**($843,466)**	**($644,952)**	**($928,250)**	**($940,852)**	**($952,619)**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
User Fees increase	$1,435
Expense	
Salaries & Benefits increase - development service engineer reorganization from I&O	$212,358
Materials & Supplies - increase in computer replacement	$2,357
Contract Services - Increase in advertising and legal	$1,169
Training, Membership & Other - adjustment to planning advisory committee	($2,551)
Total Operating Expense	**$213,333**
City Contribution - annual allocation for CIP	$75,000
Debt & Finance - deferred DTR	($3,600)
Total Other Expense	**$71,400**
Net increase over 2025 Adopted Budget	**$283,298**

BUSINESS ENTERPRISE CENTRE

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.

Business Enterprise Centre

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$167,400	$153,000	$153,000	$153,000	$153,000
Miscellaneous Revenue	$6,678	$25,266	$27,931	$27,894	$37,894
Total Revenues	**$174,078**	**$178,266**	**$180,931**	**$180,894**	**$190,894**
Operating Expenses					
Salaries & Benefits	$72,697	$83,718	$0	$0	$0
Materials & Supplies	$1,642	$1,537	$3,875	$1,575	$1,575
Contract Services	$672	$1,230	$1,260	$1,260	$1,260
Training, Membership & Other	$119,911	$89,526	$89,767	$91,933	$91,831
Utilities and Insurance	$1,402	$2,255	$2,311	$2,408	$2,510
Total Operating Expense	**$196,324**	**$178,266**	**$97,213**	**$97,176**	**$97,176**
Net Total	**($22,246)**	**-**	**83,718**	**83,718**	**93,718**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue - Increase in miscellaneous revenue	$2,665
Expense	
Salaries & Benefits - Delete North West Business Centre Manager	($83,718)
Materials & Supplies - Increase in computer replacement	$2,338
Contract Services	$30
Training, Memberships & Other	$241
Utilities and Insurance	$56
Total Expense	**($81,053)**
Net Balance over 2025 Adopted Budget	**83,718**

ECONOMIC DEVELOPMENT

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.

SERVICE DESCRIPTION-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.

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
Government Funding	$50,000	-	-	-	-
Appropriations from Reserve	$638,000				
Total Revenues	**$688,000**	**$0**	**$0**	**$0**	**$0**
Operating Expenses					
Salaries & Benefits	$530,290	$492,862	$298,704	$304,337	$310,086
Materials & Supplies	$4,898	$4,800	$4,160	$4,310	$6,510
Contract Services	$47,127	-	-	-	-
Training, Memberships & Other	$18,749	$31,200	$26,370	$28,285	$28,285
Utilities and Insurance	$1,040	$1,000	$1,000	$1,042	$1,085
Total Operating Expense	**$602,104**	**$529,862**	**$330,234**	**$337,974**	**$345,966**
Other Expense					
Debt and Finance	$638,871	-	-	-	-
Total Other Expense	**$638,871**	**-**	**-**	**-**	**-**
Net Total	**($552,975)**	**($529,862)**	**($330,234)**	**($337,974)**	**($345,966)**

Change from 2025 Adopted Budget to 2026 Budget	
Expense	
Salaries & Benefits - Delete Director of Economic Development	($194,158)
Materials & Supplies	($640)
Training, Membership & Other - decrease	($4,830)
Total Expense	**($199,628)**
Net Increase over 2025 Adopted Budget	**($199,628)**

TOURISM

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.

SERVICE DESCRIPTION- 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.

Tourism

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$12,844	$18,250	$22,000	$22,000	$22,000
Miscellaneous Revenue	$176,705		$12,500	$12,500	$12,500
Appropriations from Reserve	-	-	$20,000	-	-
Total Revenues	**$189,549**	**$18,250**	**$54,500**	**$34,500**	**$34,500**
Operating Expenses					
Salaries & Benefits	$421,692	$367,339	$388,028	$390,654	$393,506
Materials & Supplies	$24,862	$41,528	$43,901	$41,676	$41,676
Contract Services	$75,055	$49,550	$102,550	$82,550	$82,550
Training, Membership & Other	$13,302	$10,000	$10,000	$10,000	$10,000
Vehicle, Fleet & Equipment	$749	$306	$312	$315	$315
Utilities and Insurance	$78,223	$92,692	$102,282	$109,119	$116,596
Total Operating Expense	**$613,883**	**$561,415**	**$647,073**	**$634,314**	**$644,643**
Other Expense					
Appropriations to Reserve	$173,705	-	-	-	-
Debt and Finance	$142,228	$142,228	$60,009	-	-
Total Other Expense	**$315,933**	**$142,228**	**$60,009**	**-**	**-**
Net Total	**($740,267)**	**($685,393)**	**($652,582)**	**($599,814)**	**($610,143)**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
User Fees increase in rentals	$3,750
Miscellaneous Revenue - increase in merchandise sales	$12,500
Appropriations from Reserves - Discovery Centre repairs to glycol system	$20,000
Total Revenue	**$36,250**
Expense	
Salaries and Benefits increase	$20,689
Materials & Supplies increase for computer replacement	$2,373
Contract Services increase for new janitorial at the Thistle Pavilion and Discovery Centre repairs	$53,000
Vehicle, Fleet & Equipment increase	$6
Utilities and Insurance increase	$9,590
Total Operating Expense	**$85,658**
Other Expense	
Debt and Finance decrease with maturity of Discovery Centre debenture	($82,219)
Total Expense	**$3,439**
Net Decrease over 2025 Adopted Budget	**($32,811)**

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

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$48,190	$45,000	$50,000	$50,000	$50,000
Government Funding	$535,728	$416,045	$416,045	$416,000	$416,000
Total Revenues	**$583,918**	**$461,045**	**$466,045**	**$466,000**	**$466,000**
Operating Expenses					
Training, Memberships & Other	$12,230	$15,000	$16,000	$16,000	$16,000
Utilities and Insurance	$0	$1,470	$1,480	$1,490	$1,490
Total Operating Expense	**$12,230**	**$16,470**	**$17,480**	**$17,490**	**$17,490**
Other Expense					
City Contribution	$12,818,900	$13,985,613	$14,978,895	$16,055,641	$17,233,700
Total Other Expense	**$12,818,900**	**$13,985,613**	**$14,978,895**	**$16,055,641**	**$17,233,700**
Net Total	**($12,247,212)**	**($13,541,038)**	**($14,530,330)**	**($15,607,131)**	**($16,785,190)**

Change from 2025 Adopted Budget to 2026 Budget			
Revenue			
User Charges increase			$5,000
Expense			
Training, Membership & Other increase			$1,000
Utilities and Insurance increase			$10
City Contribution increase:			$993,282.00
Ontario Provincial Police		$777,160	
Long term Care		$98,390	
Kenora District Service Board		$83,442	
Northwestern Health Unit		$34,290	
Total Expense			**$994,292.00**
Net Increase over 2025 Adopted Budget			**$989,292.00**

2026 ADOPTED BUDGET

SOLID WASTE UTILITY & WATER AND WASTEWATER









2026 Water and Wastewater Budget Summary

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$11,645,023	$12,602,849	$13,153,439	$13,153,439	$13,153,439
Total Revenues	**$11,645,023**	**$12,602,849**	**$13,153,439**	**$13,153,439**	**$13,153,439**
Operating Expense					
Salaries & Benefits	$3,242,193	$3,211,710	$3,474,328	$3,515,185	$3,567,689
Materials & Supplies	$1,095,199	$1,083,948	$1,127,210	$1,080,310	$1,080,910
Contract Services	$1,449,035	$1,175,458	$946,987	$950,132	$953,312
Training, Memberships & Other	$80,854	$123,935	$123,935	$123,935	$123,935
Vehicle, Fleet & Equipment	$399,880	$538,360	$552,280	$543,330	$537,480
Utilities and Insurance	$1,005,447	$1,221,621	$1,217,194	$1,280,354	$1,347,318
Internal Services/Recovery	$1,034,324	$1,140,696	$1,182,756	$1,223,045	$1,244,530
Total Operating Expense	**$8,306,932**	**$8,495,728**	**$8,624,690**	**$8,716,291**	**$8,855,174**
Other Expense					
Debt and Finance	$74,752	$199,233	$199,234	$303,314	$1,122,964
Total Other Expense	**$74,752**	**$199,233**	**$199,234**	**$303,314**	**$1,122,964**
Net Total	**$3,263,340**	**$3,907,889**	**$4,329,515**	**$4,133,834**	**$3,175,301**
Full Time Equivalent Positions		31.55	32.05	32.05	32.05

WATER

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.

SERVICE DESCRIPTION-WATER

Meter Reading and Repair:
The Underground Services completes monthly meter reading of the City's 5205 water meters. Staff also complete move-in/moveout reads by notification. Water meters that have failed (stopped measuring water flow, will not connect with reader, etc.) are inspected and repaired or replaced. **Water Service Connect/Disconnect:**
The Underground Services Department operates the curb stop valves on the water distribution system based on requests from property owners or City needs. New service connections and meter installations are provided for new builds and renovation projects. Seasonally, water service is turned on and off at properties where residents are away for extended periods of time, or where summer service is required such as on Coney Island, portions of the Rideout area and West of Keewatin. Underground Services also provides troubleshooting (line thawing, rodding, and camera inspection) and leak detection services as requested or when detected by Staff.

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.

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 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

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$5,747,259	$6,385,343	$6,803,835	$6,803,835	$6,803,835
Total Revenues	**$5,747,259**	**$6,385,343**	**$6,803,835**	**$6,803,835**	**$6,803,835**
Operating Expenses					
Salaries & Benefits	$876,396	$1,347,616	$1,418,081	$1,466,465	$1,512,697
Materials & Supplies	$654,808	$722,972	$738,272	$724,372	$724,972
Contract Services	$347,283	$481,843	$390,242	$390,242	$390,242
Training, Memberships & Other	$48,678	$49,955	$49,955	$49,955	$49,955
Vehicle, Fleet & Equipment	$122,295	$164,154	$164,156	$164,156	$164,156
Utilities and Insurance	$404,434	$523,627	$530,764	$556,175	$583,073
Internal Services/Recovery	$606,463	$666,201	$688,306	$708,038	$728,056
Total Operating Expense	**$3,060,357**	**$3,956,368**	**$3,979,776**	**$4,059,403**	**$4,153,151**
Other Expense					
Debt and Finance	$40,616	$39,555	$39,555	$91,595	$176,163
Total Other Expense	**$40,616**	**$39,555**	**$39,555**	**$91,595**	**$176,163**
Net Total Surplus	**$2,646,286**	**$2,389,420**	**$2,784,504**	**$2,652,837**	**$2,474,521**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
User Fee increase in metered revenue and fixed charges approved at 8.8%	$394,863
Water delivery increase approved at 8.8%	$23,629
Total Revenue	**$418,492**
Expense	
Salaries & Benefits increase	$70,465
Materials & Supplies increase for computer replacement and additional facility repairs	$15,300
Contract Services decrease due to cyclical nature of the flushing program	($91,601)
Utilities and Insurance increase	$7,137
Vehicle, Fleet & Equipment	$2
Internal Services/Recovery increase	$22,105
Total Operating Expense	**$23,408**
Net Increase in Surplus over 2025 Adopted Budget	**$395,084**

WASTEWATER

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

SERVICE DESCRIPTION-WASTEWATER

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.

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.

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.

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.

Wastewater

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$5,376,460	$6,217,506	$6,349,604	$6,349,604	$6,349,604
Total Revenues	**$5,376,460**	**$6,217,506**	**$6,349,604**	**$6,349,604**	**$6,349,604**
Operating Expenses					
Salaries & Benefits	$2,365,797	$1,864,094	$2,056,247	$2,048,720	$2,054,993
Materials & Supplies	$440,392	$360,976	$388,938	$355,938	$355,938
Contract Services	$1,101,752	$693,615	$556,745	$559,890	$563,070
Training, Memberships & Other	$32,099	$73,980	$73,980	$73,980	$73,980
Vehicle, Fleet & Equipment	$277,585	$374,206	$388,124	$379,174	$373,324
Utilities and Insurance	$601,013	$697,994	$686,430	$724,179	$764,245
Internal Services/Recovery	$427,861	$474,495	$494,450	$515,007	$516,474
Total Operating Expense	**$5,246,499**	**$4,539,360**	**$4,644,914**	**$4,656,888**	**$4,702,024**
Other Expense					
Debt and Finance	$34,136	$159,678	$159,679	$211,719	$946,801
Total Other Expense	**$34,136**	**$159,678**	**$159,679**	**$211,719**	**$946,801**
Net Total	**$95,825**	**$1,518,468**	**$1,545,011**	**$1,480,997**	**$700,779**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
User Fees increase based on approved rate increases	$132,098
Expense	
Salaries & Benefits increase	$192,153
Materials and Supplies increase for the main lift station, cyclical maintenance schedule	$27,962
Contract Services decrease aeration and stand pipe work in 2025	($136,870)
Vehicle, Fleet & Equipment increase	$13,918
Utilities and Insurance decrease based on trend	($11,564)
Internal Services/Recovery increase	$19,955
Total Operating Expense	**$105,554**
Net Increase over 2025 Adopted Budget	**$26,544**

2026 Solid Waste Budget Summary

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$3,074,099	$2,993,012	$3,019,006	$3,019,006	$3,019,606
Miscellaneous Revenue	$5,943	$10,600	$10,600	$10,600	$10,600
Total Revenues	**$3,080,042**	**$3,003,612**	**$3,029,606**	**$3,029,606**	**$3,029,606**
Operating Expense					
Salaries & Benefits	$1,569,881	$1,442,822	$1,401,532	$1,405,974	$1,410,173
Materials & Supplies	$144,451	$153,105	$149,175	$157,425	$154,955
Contract Services	$161,323	$184,120	$184,200	$184,200	$184,200
Training, Memberships & Other	$3,681	$28,550	$28,550	$28,550	$28,550
Vehicle, Fleet & Equipment	$832,810	$882,177	$925,677	$908,125	$923,677
Utilities and Insurance	$67,388	$82,908	$84,574	$90,028	$97,617
Internal Services/Recovery	($110,235)	($9,754)	($1,641)	$6,714	$6,714
Total Operating Expense	**$2,669,299**	**$2,763,928**	**$2,772,067**	**$2,781,016**	**$2,805,886**
Other Expense					
Debt and Finance	$297	$0	$0	$0	$0
Total Other Expense	**$297**	**$0**	**$0**	**$0**	**$0**
Net Total	**$410,446**	**$239,684**	**$257,539**	**$248,590**	**$223,720**
Full Time Equivalent Positions		16.55	15.30	15.30	15.30

COLLECTIONS

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

Collections

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$624,204	$580,358	$617,808	$617,808	$617,808
Total Revenues	**$624,204**	**$580,358**	**$617,808**	**$617,808**	**$617,808**
Operating Expenses					
Salaries & Benefits	$97,672	$231,763	$246,981	$246,981	$246,981
Materials & Supplies	$14,721	$29,400	$25,170	$25,420	$25,950
Contract Services	-	$750	$750	$750	$750
Vehicle, Fleet & Equipment	$478,889	$543,927	$555,927	$553,927	$553,927
Utilities and Insurance	$28,739	$35,602	$33,559	$35,265	$38,791
Internal Services/Recovery	($369,705)	($280,179)	($280,179)	($280,179)	($280,179)
Total Operating Expense	**$250,316**	**$561,263**	**$582,208**	**$582,164**	**$586,220**
Other Expense					
Debt and Finance	$297	-	-	-	-
Total Other Expense	**$297**	**-**	**-**	**-**	**-**
Net Total Surplus	**$373,591**	**$19,095**	**$35,600**	**$35,644**	**$31,588**

Change from 2025 Adopted Budget to 2026 Budget

Revenue	
Fee increase	$37,450
Expense	
Salaries & Benefits increase	$15,218
Materials and Supplies - decrease in printing	($4,230)
Vehicle, Fleet & Equipment - increase in fuel and vehicle maintenance	$12,000
Utilities and Insurance	($2,043)
Total Expense	**20,945**
Net Increase over 2025 Adopted Budget	**16,505**

DISPOSALS

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 commercial businesses to aid in further diversion from the landfill. In 2022, approximately 395 tonnes were collected.

Disposals

Operations Budget	2024 Actual	2025 Budget	2026 Budget	2027 Projected	2028 Projected
Revenues					
User Charges	$2,449,895	$2,412,654	$2,401,198	$2,401,198	$2,401,198
Miscellaneous Revenue	$5,943	$10,600	$10,600	$10,600	$10,600
Total Revenues	**$2,455,838**	**$2,423,254**	**$2,411,798**	**$2,411,798**	**$2,411,798**
Operating Expenses					
Salaries & Benefits	$1,472,209	$1,211,060	$1,154,551	$1,158,993	$1,163,192
Materials & Supplies	$129,730	$123,705	$124,005	$132,005	$129,005
Contract Services	$161,323	$183,370	$183,450	$183,450	$183,450
Training, Membership & Other	$3,681	$28,550	$28,550	$28,550	$28,550
Vehicle, Fleet & Equipment	$353,921	$338,250	$369,750	$369,750	$369,750
Utilities and Insurance	$38,649	$47,306	$51,015	$54,763	$58,826
Internal Services/Recovery	$259,470	$270,425	$278,538	$286,893	$286,893
Total Operating Expense	**$2,418,983**	**$2,202,666**	**$2,189,859**	**$2,214,404**	**$2,219,666**
Net Total Surplus	**$36,855**	**$220,588**	**$221,939**	**$197,394**	**$192,132**

Change from 2025 Adopted Budget to 2026 Budget	
Revenue	
Decrease in volume trend	($75,000)
Fee Increase	$63,544
Total Revenue	**($11,456)**
Expense	
Salaries & Benefits	($56,509)
Material & Supplies	$300
Contract Services	$80
Vehicle, Fleet & Equipment - increase equipment costs	$31,500
Utilities and Insurance	$3,709
Internal Services/Recovery	$8,113
Total Expense	**($12,807)**
Net Increase over 2025 Adopted Budget	**$1,351**


Lake of the Woods
KENORA



2026 Adopted Budget

Capital Projects

Lake of the Woods KENORA

AMANDA KERR

CAPITAL PROJECT SUMMARY	Page Number	ADOPTED BUDGET 2025	TEN YEAR BUDGET FORECAST						TEN YEAR TOTAL 2026-2035
			BUDGET 2026	FORECAST					
				2027	2028	2029	2030	2031-2035	
GENERAL GOVERNMENT									
City Hall heating system design	99	-	90,000	-	-	-	-	-	90,000
ERP and Financial System Replacement	100	-	275,000	50,000	-	-	-	-	325,000
Network Upgrades	101	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
GENERAL GOVERNMENT TOTAL		**100,000**	**465,000**	**150,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,415,000**
PROTECTION									
Fire Department									
Fire Fleet Capital Replacement Program	102	1,144,000	1,144,000	121,900	1,118,800	-	604,800	2,727,100	5,716,600
Scott SCBA Replacement	103	95,000	95,000	95,000	-	-	-	-	190,000
Fire Equipment Replacement	104	-	-	-	50,000	-	-	150,000	200,000
Animal Control Shelter Renovation	105	150,000	15,000	151,000	-	-	-	-	166,000
PROTECTION TOTAL		**1,389,000**	**1,254,000**	**367,900**	**1,168,800**	**-**	**604,800**	**2,877,100**	**6,272,600**
INFRASTRUCTURE AND OPERATIONS									
Portage Bay Bridge Design, Tender and Construction	106	10,000,000	-	-	-	7,300,000	-	-	7,300,000
Bridge Rehabilitation - Program	107	100,000	400,000	-	2,600,000	1,600,000	-	4,500,000	9,100,000
Arterial Roads Resurfacing	108	1,186,000	-	1,150,000	3,815,000	2,650,000	920,000	11,948,000	20,483,000
Municipal Paving	109	1,276,000	2,060,000	3,920,000	2,270,000	2,270,000	1,195,000	11,539,998	23,254,998
Municipal Lane Paving	113	60,000	150,000	100,000	155,000	105,000	160,000	680,000	1,350,000
Surface Treatment Roads	115	314,500	307,000	307,000	307,000	307,000	307,000	1,535,000	3,070,000
Surface Treatment Roads-Essex	116	-	-	-	2,900,000	-	-	-	2,900,000
Loosetop, Ditching and Culvert Replacement	117	275,750	269,000	269,000	269,000	269,000	269,000	1,345,000	2,690,000
Garage & Shop Capital	118	53,550	53,550	-	-	-	-	-	53,550
Garage & Shop Capital-Crane Cable	119	-	-	-	-	20,000	-	-	20,000
Fleet - Heavy Vehicles	120	450,000	450,000	840,500	743,600	805,000	470,500	4,005,000	7,314,600
Fleet - Light Vehicles	121	289,700	289,700	148,000	-	-	353,000	893,500	1,684,200
GIS Update and Aerial	122	-	-	-	-	135,000	-	-	135,000
GPS Surveying Equipment	123	-	-	41,000	-	-	-	41,000	82,000
Storm Sewer Collection System Rehabilitation	124	307,500	-	300,000	300,000	300,000	300,000	1,500,000	2,700,000
INFRASTRUCTURE AND OPERATIONS TOTAL		**14,313,000**	**3,979,250**	**7,075,500**	**13,359,600**	**15,761,000**	**3,974,500**	**37,987,498**	**82,137,348**
ENVIRONMENTAL/RECYCLING									
Recycling Bin Replacement	125	-	-	27,000	-	-	29,076	31,311	87,387
ENVIRONMENTAL/RECYCLING TOTAL		**-**	**-**	**27,000**	**-**	**-**	**29,076**	**31,311**	**87,387**

CAPITAL PROJECT SUMMARY	Page Number	ADOPTED BUDGET 2025	TEN YEAR BUDGET FORECAST						TEN YEAR TOTAL 2026-2035
			BUDGET 2026	FORECAST					
				2027	2028	2029	2030	2031-2035	
RECREATION AND CULTURE									
MCL Sports Centre - Multiple Projects	126	100,000	339,481	-	-	-	-	-	339,481
Moncrief Construction Sports Centre - Tennis Court Replacement		350,000	-	-	-	-	-	-	-
MCSC Diamond Expansion	127	-	-	-	-	-	1,000,000	-	1,000,000
Kenora Library - Window Replacement and Repair	128	50,000	50,000						50,000
Kenora Library- Interior upgrades	129	-	-	-	-	-	-	450,000	450,000
Kenora Museum-Front Entrance	130	-	-	-	166,666	-	-	-	166,666
Arts Centre - Furnace and AC Upgrades	131	30,000	30,000						30,000
RECREATION AND CULTURE TOTAL		**530,000**	**419,481**	**-**	**166,666**	**-**	**1,000,000**	**450,000**	**2,036,147**
PLANNING AND DEVELOPMENT									
Jarnell Contracting Pavillion - Side Panel Improvement and Roof Replacement	132	200,000	50,000	-	116,000	-	-	-	166,000
Harbourfront Tourism and Special Events Building	133	-	-	-	-	2,000,000	-	-	2,000,000
DTR Matheson & First St S-Construction	134	-	-	-	-	5,500,000	-	5,085,000	10,585,000
PLANNING AND DEVELOPMENT TOTAL		**200,000**	**50,000**	**-**	**116,000**	**7,500,000**	**-**	**5,085,000**	**12,751,000**

CAPITAL PROJECT SUMMARY	Page Number	ADOPTED BUDGET 2025	TEN YEAR BUDGET FORECAST						TEN YEAR TOTAL 2026-2035
			BUDGET 2026	FORECAST					
				2027	2028	2029	2030	2031-2035	
WATER AND WASTEWATER									
Wastewater Collection Piping System Renewal	136	765,000	1,900,000	1,877,000	2,024,000	1,761,000	2,290,000	14,089,000	23,941,000
Wastewater Piping	138	-	-	-	-	-	200,000	500,000	700,000
Hospital Wastewater	139	-	-	40,000	-	500,000	-	-	540,000
Norman/Keewatin Sewer	140	-	-		760,000	9,385,000	-	-	10,145,000
Replacement of Liftstation Pumps	141	80,750	80,750	80,750	80,750	80,750	80,750	403,750	807,500
Electrical Transformer Delta/Wye Conversion for Lift Stations	142	85,000	85,000	72,000	74,000	76,000	78,000	420,000	805,000
Lift Station Renewal Program	143	137,000	137,000	210,000	200,000	137,000	137,000	685,000	1,506,000
Replace MCC at the WWTP Digestor Building (Bldg 400)		35,000	-	-	-	-	-	-	-
Replace Scum Clarifier	144	-	-	25,000	-	-	-	-	25,000
WWTP- Replace Sluice Gates and Valve Stems	145	180,000	180,000	-	-	-	-	-	180,000
WWTP- Replace Screw Pump Electric Generator	146	450,000	450,000	-	-	-	-	-	450,000
WWTP Capital Upgrades	147	300,000	800,000	10,000,000	-	-	-	38,800,000	49,600,000
Fleet-Water and Wastewater Vehicles	148	595,550	564,550	125,700	169,200	364,000	358,800	1,607,500	3,189,750
Watermain Renewal Program	149	765,000	1,900,000	1,877,000	2,024,000	1,761,000	2,290,000	14,089,000	23,941,000
Coney Island Watermain Replacement	151	150,000	100,000	100,000	100,000	-	-	-	300,000
Hospital Watermain	152	-	-	40,000	-	500,000	-	-	540,000
Norman/Keewatin Water	153	-	-	-	760,000	9,385,000	-	-	10,145,000
Replacement of Norman Booster Station MCC/PLC	154	300,000	300,000	-	-	-	-	-	300,000
WTP Pump Replacement	156	-	-	1,200,000	-	1,200,000	-	-	2,400,000
WTP Capital Upgrades	157	-	-	540,000	6,500,000	-		26,840,000	33,880,000
Redundant Air Scour compressor WTP	158	-	435,000	-	-	-	-	-	435,000
DTR Matheson & First St S Construction	134	1,265,000	-	-	-	1,265,000	-	3,955,000	5,220,000
WATER AND WASTEWATER TOTAL		**5,108,300**	**6,932,300**	**16,187,450**	**12,691,950**	**26,414,750**	**5,434,550**	**101,389,250**	**169,050,250**
SOLID WASTE									
40 Yard Bins for Waste Haulage	159	-	-	50,000	-	-	49,712	50,955	150,667
Fleet-Solid Waste Vehicles	160	400,000	400,000	191,500	393,000	580,000	363,500	1,980,500	3,908,500
SOLID WASTE TOTAL		**400,000**	**400,000**	**241,500**	**393,000**	**580,000**	**413,212**	**2,031,455**	**4,059,167**
CITY AND UTILITY CAPITAL PROGRAM TOTAL		**22,040,300**	**13,500,031**	**24,049,350**	**27,996,016**	**50,355,750**	**11,556,138**	**150,351,614**	**277,808,899**

CAPITAL PROJECTS WITH FUNDING SOURCES	2026 Budget	FORECAST					TEN YEAR TOTAL 2026-2035
		2027	2028	2029	2030	2031-2035	
131-001-26 - ERP and Financial System Replacement	275,000	50,000	-	-	-	-	325,000
211-002-26 - Scott SCBA Replacement	95,000	-	-	-	-	-	95,000
313-003-26 - Municipal Paving	835,000	3,920,000	2,270,000	2,270,000	1,195,000	11,539,998	22,029,998
313-004-26 - Municipal Lane Paving	150,000	100,000	155,000	105,000	160,000	680,000	1,350,000
314-001-26 - Surface Treatment Roads	-	307,000	307,000	307,000	307,000	1,535,000	2,763,000
314-002-26 - Essex Road Grade raise	-	-	2,900,000	-	-	-	2,900,000
315-001-26 - Loosetop, Ditching and Culvert Replacement	-	269,000	269,000	269,000	269,000	1,345,000	2,421,000
395-001-26 - GIS Update and Aerial Photo	-	-	-	135,000	-	-	135,000
421-001-26 - Storm Sewer Collection Systems Rehabilitation	-	300,000	300,000	300,000	300,000	1,500,000	2,700,000
851-003-26 - DTR Matheson	-	-	-	-	-	5,085,000	5,085,000
Net Tax Levy	**1,355,000**	**4,946,000**	**6,201,000**	**3,386,000**	**2,231,000**	**21,684,998**	**39,803,998**
211-001-26 - Fire Fleet Capital Replacement Program	375,000	50,000	1,030,800	-	522,420	2,562,340	4,540,560
211-003-26 - Fire Equipment Replacement	-	-	50,000	-	-	150,000	200,000
312-002-26 - Bridge Maintenance	-	-	-	7,300,000	-	-	7,300,000
832-002-25 - Harbourfront Tourism and Special Events Building	-	-	-	2,000,000	-	-	2,000,000
851-002-26 - DTR Matheson	-	-	-	5,500,000	-	-	5,500,000
411-001-26 - Wastewater Collection Piping System Renewal	800,000	1,300,000	775,000	1,300,000	1,750,000	10,577,000	16,502,000
411-005-26 - Hospital Servicing - Wastewater	-	40,000	-	500,000	-	-	540,000
411-006-26 - Norman/Keewatin Wastewater Piping Upgrades	-	-	760,000	9,385,000	-	-	10,145,000
412-002-26 - Lift Station Replacement	-	-	-	-	-	242,250	242,250
412-003-26 - Electrical Transformer	-	-	-	-	-	252,000	252,000
412-004-26 - Lift Station Renewal	-	-	-	-	-	411,000	411,000
413-011-26 - WWTP Capital Upgrades	800,000	10,000,000	-	-	-	38,800,000	49,600,000
414-001-26 - Fleet Water & Sewer	-	-	-	-	-	1,005,500	1,005,500
431-001-26 - Watermain Renewal System	800,000	1,300,000	775,000	1,300,000	1,750,000	10,577,000	16,502,000
431-004-26 - Hospital Servicing Watermain	-	40,000	-	500,000	-	-	540,000
431-005-26 - Norman/Keewatin Water Redundancy	-	-	760,000	9,385,000	-	-	10,145,000
433-005-26- WTP Capital Upgrades	-	-	6,500,000	-	-	26,840,000	33,340,000
Debt Financed	**2,775,000**	**12,730,000**	**10,650,800**	**37,170,000**	**4,022,420**	**91,417,090**	**158,765,310**
313-003-26 - Municipal Paving	1,000,000	-	-	-	-	-	1,000,000
313-001-26 - Arterial Roads Resurfacing	-	1,150,000	1,950,000	2,650,000	920,000	5,078,000	11,748,000
CCBF Funding - Gas Tax	**1,000,000**	**1,150,000**	**1,950,000**	**2,650,000**	**920,000**	**5,078,000**	**12,748,000**

CAPITAL PROJECTS WITH FUNDING SOURCES	2026 Budget	FORECAST					TEN YEAR TOTAL 2026-2035
		2027	2028	2029	2030	2031-2035	
314-001-26 - Surface Treatment Roads	307,000	-	-	-	-	-	307,000
315-001-26 - Loosetop, Ditching and Culvert Replacement	269,000	-	-	-	-	-	269,000
313-001-26 - Arterial Roads Resurfacing	-	-	1,865,000	-	-	6,870,000	8,735,000
312-003-26 - Bridge Rehabilitation - Program	400,000	-	2,600,000	1,600,000		4,500,000	9,100,000
OCIF Funding	**976,000**	**-**	**4,465,000**	**1,600,000**	**-**	**11,370,000**	**18,411,000**
735-004-26 - MCSC small Diamond Expansion	-	-	-	-	750,000	-	750,000
NOHFC Funding	**-**	**-**	**-**	**-**	**750,000**	**-**	**750,000**
730-001-26 - MCL Sports Centre - Multiple Projects	248,941	-	-	-	-	-	248,941
ICIP Funding	**248,941**	**-**	**-**	**-**	**-**	**-**	**248,941**
125-001-26 - City Hall Heating System Rehab Design	90,000	-	-	-	-	-	90,000
New City Hall Reserve	**90,000**	**-**	**-**	**-**	**-**	**-**	**90,000**
211-002-26 - Scott SCBA Replacement	-	95,000	-	-	-	-	95,000
Fire Marque	**-**	**95,000**	**-**	**-**	**-**	**-**	**95,000**
211-001-26 - Fire Fleet Capital Replacement Program	769,000	71,900	88,000	-	82,380	164,760	1,176,040
Fire Equipment Reserve	**769,000**	**71,900**	**88,000**	**-**	**82,380**	**164,760**	**1,176,040**
134-001-26 - 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**
395-003-26 - GPS Surveying Equipment	-	41,000	-	-	-	41,000	82,000
GIS Reserve	**-**	**41,000**	**-**	**-**	**-**	**41,000**	**82,000**
455-001-26 - Recycling Bin Replacement - Depot Operation	-	27,000	-	-	29,076	31,311	87,387
Recycling Reserve	**-**	**27,000**	**-**	**-**	**29,076**	**31,311**	**87,387**
241-001-26 - Animal Control Shelter Renovation	15,000	151,000	-	-	-	-	166,000
Dog Pound Reserve	**15,000**	**151,000**	**-**	**-**	**-**	**-**	**166,000**

CAPITAL PROJECTS WITH FUNDING SOURCES	2026 Budget	FORECAST					TEN YEAR TOTAL 2026-2035
		2027	2028	2029	2030	2031-2035	
392-001-26 - Garage & Shop Capital	53,550	-	-	20,000	-	-	73,550
393-001-26 - Fleet - Heavy Vehicles	450,000	840,500	743,600	805,000	470,500	4,005,000	7,314,600
393-002-26 - Fleet - Light Vehicles	289,700	148,000	-	-	353,000	893,500	1,684,200
Vehicles & Equipment Replacement Reserve	**793,250**	**988,500**	**743,600**	**825,000**	**823,500**	**4,898,500**	**9,072,350**
313-003-26 - Municipal Paving	225,000	-	-	-	-	-	225,000
Roads Reserve	**225,000**	**-**	**-**	**-**	**-**	**-**	**225,000**
730-001-26 - MCL Sports Centre - Multiple Projects	90,540	-	-	-	-	-	90,540
735-004-26 - MCSC small Diamond Expansion	-	-	-	-	250,000	-	250,000
Recreation Complex Reserve	**90,540**	**-**	**-**	**-**	**250,000**	**-**	**340,540**
771-001-26 - Kenora Library - Window Replacement and Repair	50,000	-	-	-	-	-	50,000
771-002-26 - Kenora Library - Interior Upgrades	-	-	-	-	-	450,000	450,000
Library Building Reserve	**50,000**	**-**	**-**	**-**	**-**	**450,000**	**500,000**
781-001-26 - Front Entrance Design and Renewal Project	-	-	166,666	-	-	-	166,666
783-004-26 - Arts Centre - Furnace and AC Upgrades	30,000	-	-	-	-	-	30,000
Arts Centre Reserve	**30,000**	**-**	**166,666**	**-**	**-**	**-**	**196,666**
832-001-26 - Jarnell Contracting Pavilion - Side Panel Improveme	50,000	-	116,000	-	-	-	166,000
Pavillion Reserve	**50,000**	**-**	**116,000**	**-**	**-**	**-**	**166,000**

CAPITAL PROJECTS WITH FUNDING SOURCES	2026 Budget	FORECAST					TEN YEAR TOTAL 2026-2035
		2027	2028	2029	2030	2031-2035	
411-001-26 - Wastewater Collection Piping System Renewal	1,100,000	577,000	1,249,000	461,000	540,000	3,512,000	7,439,000
411-003-26 - Wastewater Piping System Relining	-	-	-	-	200,000	500,000	700,000
412-002-26 - Replacement of Liftstation Pumps	80,750	80,750	80,750	80,750	80,750	161,500	565,250
412-003-26 - Electrical Transformer Delta/Wye Conversion for Lift Stations	85,000	72,000	74,000	76,000	78,000	168,000	553,000
412-004-26 - Lift Station Renewal Program	137,000	210,000	200,000	137,000	137,000	274,000	1,095,000
413-007-26 - WWTP - Replace Scum Box East Clarifier	-	25,000	-	-	-	-	25,000
413-009-26 - WWTP - Replace Sluice Gates and Valve Stems	180,000	-	-	-	-	-	180,000
413-010-26 - WWTP - Replace Screw Pump Electric Generator	450,000	-	-	-	-	-	450,000
414-001-26 - Fleet - Water and Wastewater Vehicles	564,550	125,700	169,200	364,000	358,800	602,000	2,184,250
431-001-26 - Watermain Renewal Program	1,100,000	577,000	1,249,000	461,000	540,000	3,512,000	7,439,000
431-002-26 - Coney Island Watermain Replacement	100,000	100,000	100,000	-		-	300,000
432-003-26 - Replacement of Norman Booster Station MCC/PLC	300,000	-	-	-	-	-	300,000
433-002-26 - WTP Pump Replacement	-	1,200,000	-	1,200,000	-	-	2,400,000
433-005-26 - WTP Capital Upgrades	-	540,000		-	-	-	540,000
433-006-26 - Redundant Air Scour compressor WT	435,000					-	435,000
851-002-26 - DTR Matheson & First St S-Construction	-	-	-	700,000	-	3,955,000	4,655,000
851-002-26 - DTR Matheson & First St S-Construction	-	-	-	565,000	-	-	565,000
Water and Wastewater Reserve	**4,532,300**	**3,507,450**	**3,121,950**	**4,044,750**	**1,934,550**	**12,684,500**	**29,825,500**
448-001-26 - Fleet - Purchase of 40 yard bins for waste haulage t	-	50,000	-	-	49,712	50,955	150,667
453-001-26 - Fleet - Solid Waste Vehicles	400,000	191,500	393,000	580,000	363,500	1,980,500	3,908,500
Solid Waste Reserve	**400,000**	**241,500**	**393,000**	**580,000**	**413,212**	**2,031,455**	**4,059,167**
Total Project Funding Sources	**13,500,031**	**24,049,350**	**27,996,016**	**50,355,750**	**11,556,138**	**150,351,614**	**277,808,899**

Note:

On **February 18, 2025** Council approved a 2025 budget amendment to support the successful application to the provincial **Housing Enabling Core Servicing Stream** which included the following Arterial Roads capital work:

Parson/Minnesota Intersection Safety Improvement

Lakeview Drive Paving

Project Name: City Hall Heating System Rehab Design

Project Number: 125-001-26

Department: Building & Grounds Maintenance City Hall

Description

The Heating System at City Hall been experiencing ongoing and recurring issues for a number of years. The boilers, furnaces, piping and radiators are all experiencing reduced performance and intermittent failure causing inconsistent and unreliable heating at City hall that drives service calls particularly in Winter.

Through this project, the design of a renewed heating system will be completed, so that it is available for construction in a future year.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
City Hall Reserve	-	90,000	-	-	-	-	-	90,000
Total	**-**	**90,000**	**-**	**-**	**-**	**-**	**-**	**90,000**

Internal Information

Mitigation Strategy - Yes

Assessment and Design must be coordinated internally with City Staff affected.

Accessibility Committee Requirements - No

Communications Requirement - Yes

Internal Communication for City Staff during on-site design works,

Asset Management Alignment

Project Name: ERP and Financial System Replacement

Project Number: 131-001-26

Department: Finance and Administration

Description

The City of Kenora aims to replace its current financial system with a new Enterprise Resource Planning platform that is not only intuitive and sustainable but also supports current operations and future growth. The current system, Great Plains, is set to expire with security & regulatory updates and technical support to end December 31, 2029.
The project will include ERP planning, solution selection, and implementation with a focus on enhancing and streamlining operational systems. Implementing a new system will impact a number of areas of the organization requiring communications and collaboration.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	-	275,000	50,000	-	-	-	-	325,000
Total	**-**	**275,000**	**50,000**	**-**	**-**	**-**	**-**	**325,000**

Internal Information

Mitigation Strategy - Yes

Conduct various testing including integration and user acceptance prior to go live. Offer and deliver comprehensive training for end-users and administrators. Develop a go live plan for cut over with monitoring and system support. Post Implementation review to establish continued improvement to optimize the system.

Accessibility Committee Requirements - No

Communications Requirement - Yes

Engage Internal stakeholders - create a working group

Asset Management Alignment

Project Name: IT Capital Projects

Project Number: 134-001-26

Department: IT

Description

The project 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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Computer Systems	100,000	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**	**100,000**	**500,000**	**1,000,000**

Internal Information

Mitigation Strategy - Yes

IT infrastructure plays a vital role in the ensuring the smooth functioning of business operations. It provides the necessary hardware and software resources that enable employees to perform their tasks efficiently.

Mitigation strategies that our currently in place to ensure IT service continuity include system updates and patches, regular cyber risk assessments, system backups, network redundancy, and cyber security insurance coverage.

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Fast-paced innovation, increasingly aggressive threat landscape and security all affect the life expectancy of IT which ranges between 3-5 years. Average condition of our IT inventory is poor and risk rating is moderate.

Project Name: Fire Fleet Capital Replacement Program

Project Number: 211-001-26

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 every25 years (Aerial, Rescue Station #1 apparatus operated by all staff, Tankers at each Station)
Support Vehicles every 20 years, or as required

This 2026 Capital Project includes for the replacement of an existing Pumper Truck that has aged out.

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	375,000	50,000	1,030,800	-	522,420	2,562,340	4,540,560
Fire Equipment Reserve	-	769,000	71,900	88,000	-	82,380	164,760	1,176,040
Total	**-**	**1,144,000**	**121,900**	**1,118,800**	**-**	**604,800**	**2,727,100**	**5,716,600**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Scott SCBA Replacement

Project Number: 211-002-26

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 compliant with current standards. NFPA 1981 ' Standard for Open Circuit Self-Contained Breathing Apparatus' is the internationally recognized standard for fire fighter safety has had multiple edition updates including 2002, 2007, 2013 and the current version is 2019.
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) from 2023 to 2027, funded through revenue from the Net Tax Levy in 2026 and Fire Marque in 2027.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Fire Marque	-	-	95,000	-	-	-	-	95,000
Net Tax Levy	95,000	95,000	-	-	-	-	-	95,000
Total	**95,000**	**95,000**	**95,000**	**-**	**-**	**-**	**-**	**190,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

20 year life span, require replacement in 2042.

Project Documents

AF 2024 Budget Approval Capital - Attach 15.pdf

Project Name: Fire Equipment Replacement

Project Number: 211-003-26

Department: Fire Department

Description

Replacement of aging Fire Department equipment (see attached description)
Currently, replacement is scheduled in 2028, 2031 and 2034.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	50,000	-	-	150,000	200,000
Total	**-**	**-**	**-**	**50,000**	**-**	**-**	**150,000**	**200,000**

Internal Information

Mitigation Strategy - Yes

Risk on aging equipment malfunctioning impacting service delivery.

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Documents

211-003-25 Fire Equipment Replacement sheet.docx

Project Name: Animal Control Shelter Renovation

Project Number: 241-001-26

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.

The City will seek provincial funding of $500,000 for a total project cost of $666,000. $166,000 funded by the by-law, reserve.

In 2026, the City will undertake design of a new facility including demo and construction cost estimates. The 2027 budget will be updated based on 2026 design.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Dog Pound (General) Reserve	-	15,000	151,000	-	-	-	-	166,000
Total	**-**	**15,000**	**151,000**	**-**	**-**	**-**	**-**	**166,000**

Internal Information

Mitigation Strategy - Yes

The facility needs to remain operating during construction

Accessibility Committee Requirements - Yes

Government building construction requires Accessibility Committee review.

Communications Requirement - Yes

Internal to Bylaw

Asset Management Alignment

Project Name: Portage Bay Bridge Rehabilitation

Project Number: 312-002-26

Department: Bridge Maintenance

Description

Overall rehabilitation of the Portage Bay Bridge, expected to extend the bridge's lifespan by an additional 20 years.

In late 2024, the Portage Bay Bridge was closed due to excessive corrosion of the lower chords. In early 2025, it was determined that the bridge was not yet at end of life and could sustain repairs, both on an interim basis to re-open and as a major rehabilitation to extend the bridge's lifespan.

The interim repairs are being completed in late 2025 and the bridge will be reopened. The rehabilitation must take place within 5 years of the interim repairs.

This project includes the creation of the engineered design packages in 2029, followed by construction in 2030.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	7,300,000	-	-	7,300,000
Total	**-**	**-**	**-**	**-**	**7,300,000**	**-**	**-**	**7,300,000**

Internal Information

Mitigation Strategy - Yes

Rehabilitation of the Bridge will include traffic disruption and bridge closure.

Accessibility Committee Requirements - No

Communications Requirement - Yes

Public communication will be required for both the on-site design work and the construction phase.

Asset Management Alignment

Project Name: Bridge Rehabilitation - Program

Project Number: 312-003-26

Department: Bridge Maintenance

Description

Bridge Rehabilitation Project Includes:

2026: Various bridge repairs from the 2024 OSIM Inspection
2028: Design and construction of rehabilitation works of:
- Matheson St Bridge,
- 8th Ave S Bridge,
- CP Pedestrian Bridge,
- Wpg River East Bridge
- Wpg River West Bridge

2029: Design and construction of the rehabilitation works of the Parsons St Bridge
2031-2035: Design and construction of rehabilitation works of:
- Keewatin Channel Bridge,
- 1st Avenue Bridge
- Beggs Road Timber Bridge

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Ontario Community Investment Fund (OCIF)	100,000	400,000	-	2,600,000	1,600,000	-	4,500,000	9,100,000
Total	**100,000**	**400,000**	**-**	**2,600,000**	**1,600,000**	**-**	**4,500,000**	**9,100,000**

Internal Information

Mitigation Strategy - Yes

Traffic impacts will be required during on-site assessment and design, and the construction stages of the project.

Accessibility Committee Requirements - No

Communications Requirement - Yes

Public communication will be required during the construction stages of the project.

Asset Management Alignment

From 2024 OSIM inspection report. 2027 projects are to maintain specific elements of the bridges.

Project Documents

20221219_rpt_executive_summary .pdf

Project Name: Arterial Roads Resurfacing

Project Number: 313-001-26

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.

2026:
Parson/Minnesota Intersection Safety Improvements
Lakeview Drive from Winnipeg River East Branch Bridge to Winnipeg River West Branch Bridge
(*Council: February 18, 2025* - funded through a 2025 budget amendment and the Provincial Housing Enabling Core Servicing Stream)
2027: HWY 17 E from Pearl Avenue to 280m east
2028: Veterans Drive from CP Underpass to 9th Street N Intersection
2029: Jones Road Phase 1
2030: HWY 17 E from Transmitter Road to 270m west
2031: Railway Street from Phase 4 end to CP Rail Tracks
2032: Jones Road Phase 2

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Canada Community Building Fund (CCBF)	1,275,000	-	1,150,000	1,950,000	2,650,000	920,000	5,078,000	11,748,000
Ontario Community Investment Fund (OCIF)	590,000	-	-	1,865,000	-	-	6,870,000	8,735,000
Total	**1,865,000**	**-**	**1,150,000**	**3,815,000**	**2,650,000**	**920,000**	**11,948,000**	**20,483,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - Yes

Accessibility committee review required during early (30% design) stage.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Asset Management Alignment

Project Name: Municipal Paving

Project Number: 313-003-26

Department: Paved Roads Maintenance

Description

Resurfacing and Rehabilitation of Municipal Roadways.

The Municipal Paving Program identifies roads in need of resurfacing ahead of complete degradation. Every3 years, a pavement condition assessment is completed to support the prioritization of these rehabilitation projects alongside internal road repair information.

2026: 6th Street S from 5th Ave S to 7th Ave S | 6th Ave S from 5th Street S to 6th Ave S | 4th Ave S from 5th Street S to 100m south
2027: Rabbit Lake Road from Rabbit Lake Beach to Outen Road
2028: Superior Street from 10th Street to Keewatin Public
2029: Valley Drive from Houghton Road to Minto Ave
2030: 4th Street N from Matheson Street to 7th Ave N
2031-2035: Fifth Street N from 4th Ave N to 8th Ave N | 17th and 18th Ave N from 6th Street N to 9th Street N

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Canada Community Building Fund (CCBF)	985,000	1,000,000	-	-	-	-	-	1,000,000
Net Tax Levy	175,000	835,000	3,920,000	2,270,000	2,270,000	1,195,000	11,539,998	22,029,998
Roads Reserve	-	225,000	-	-	-	-	-	225,000
Total	**1,160,000**	**2,060,000**	**3,920,000**	**2,270,000**	**2,270,000**	**1,195,000**	**11,539,998**	**23,254,998**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - Yes

Accessibility committee review required during early (30% design) stage.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

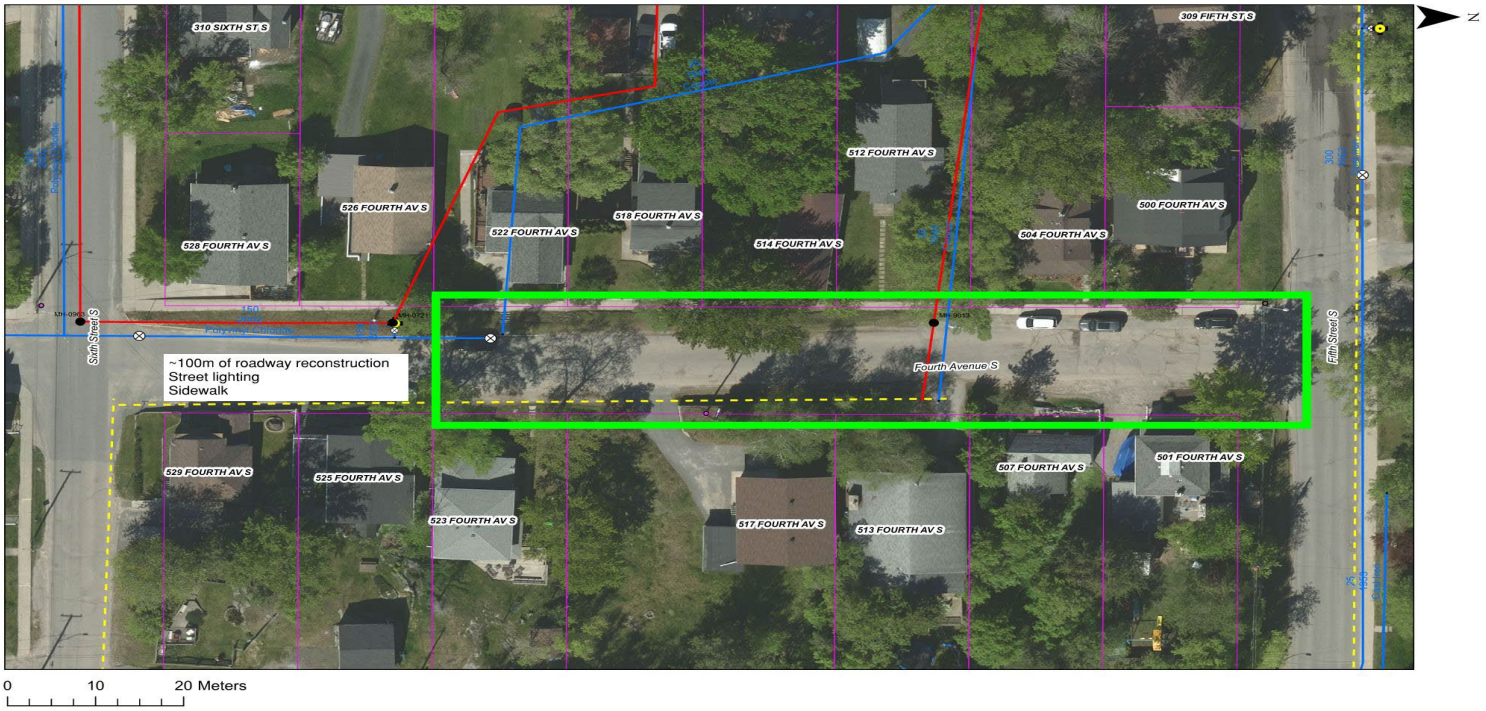
Asset Management Alignment

Project Name: Municipal Paving

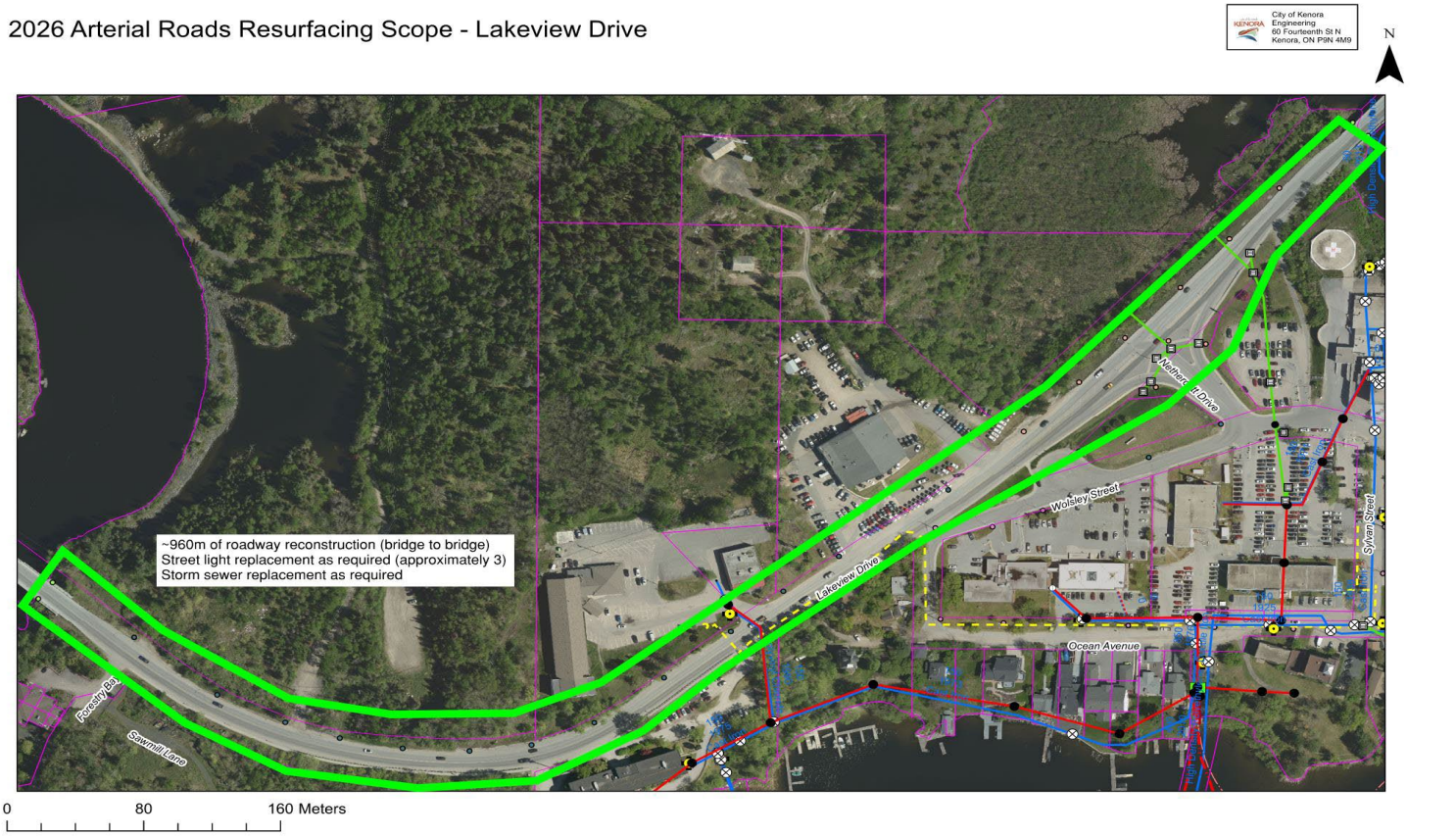
Project Number: 313-003-26

Department: Paved Roads Maintenance - Maps

2026 Municipal Paving Program - Fourth Avenue South



2026 Arterial Roads Resurfacing Scope - Lakeview Drive

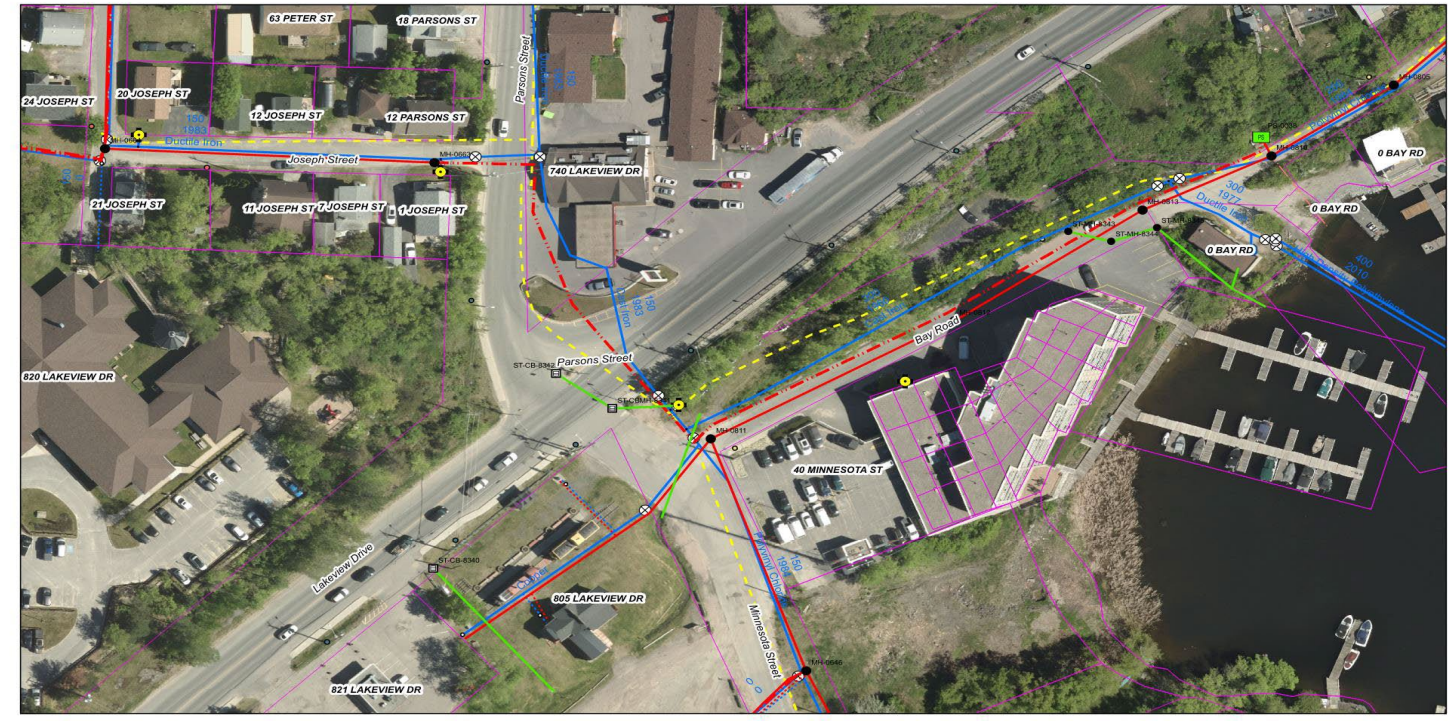


Project Name: Municipal Paving

Project Number: 313-003-26

Department: Paved Roads Maintenance - Maps

2026 Lakeview Drive/Parsons Street Intersection



Project Name: Municipal Paving

Project Number: 313-003-26

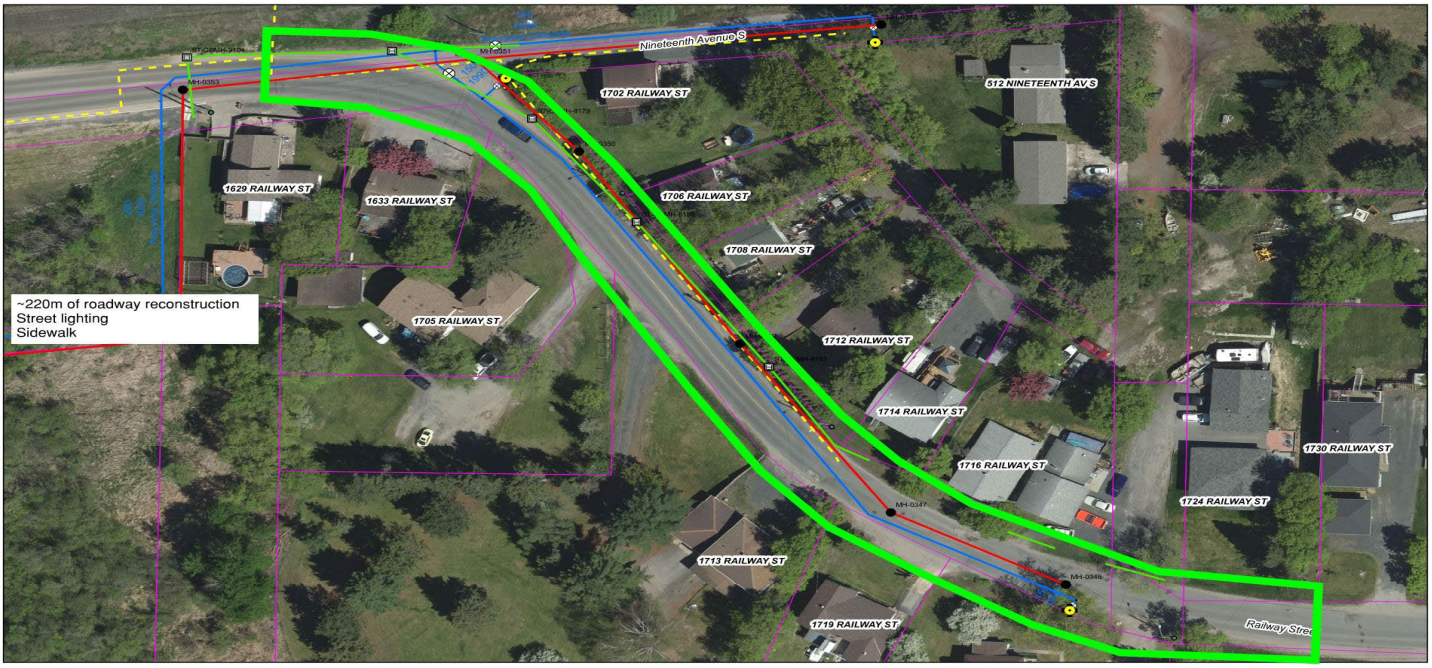
Department:

Paved Roads Maintenance - Maps

2026 Railway Street Reconstruction - Phase 4

City of Kenora
Engineering
60 Fourteenth St N
Kenora, ON P9N 4M9

N

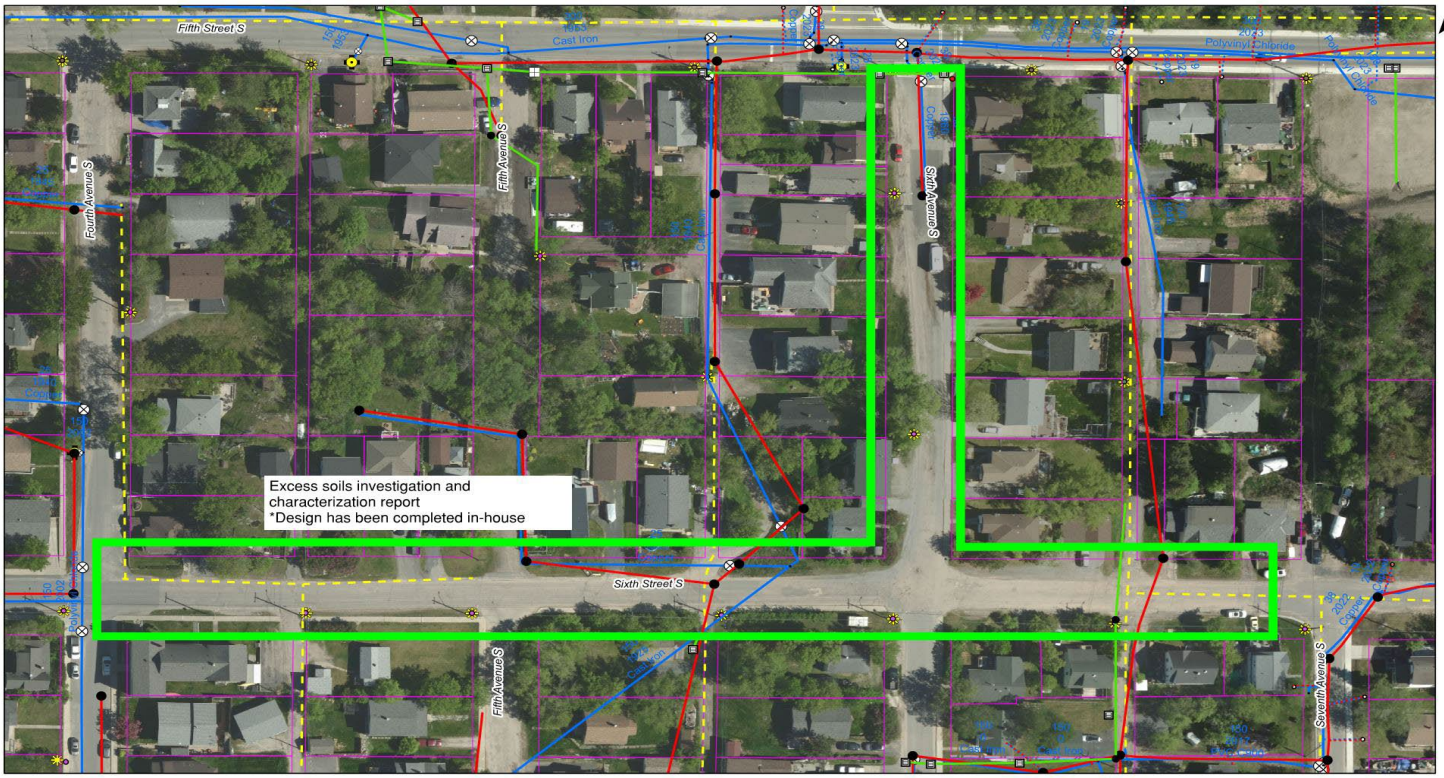


0 25 50 Meters

2026 Municipal Paving Program - Sixth Street South & Sixth Avenue South

City of Kenora
Engineering
60 Fourteenth St N
Kenora, ON P9N 4M9

N



0 30 60 Meters

Project Name: Municipal Lane Paving

Project Number: 313-004-26

Department: Paved Roads Maintenance

Description

Annual project related to repaving and paving of laneways. The work is prioritized with support from the Pavement Condition Index assessment and maintenance calls for service from the City's Roads Maintenance branch.

2026: Second Street South back lane from Seventh Avenue South to Eighth Avenue South

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	58,050	150,000	100,000	155,000	105,000	160,000	680,000	1,350,000
Total	**58,050**	**150,000**	**100,000**	**155,000**	**105,000**	**160,000**	**680,000**	**1,350,000**

Internal Information

Mitigation Strategy - Yes

Local traffic only during construction

Accessibility Committee Requirements - No

Communications Requirement - Yes

Public communication required for the construction stage of the project.

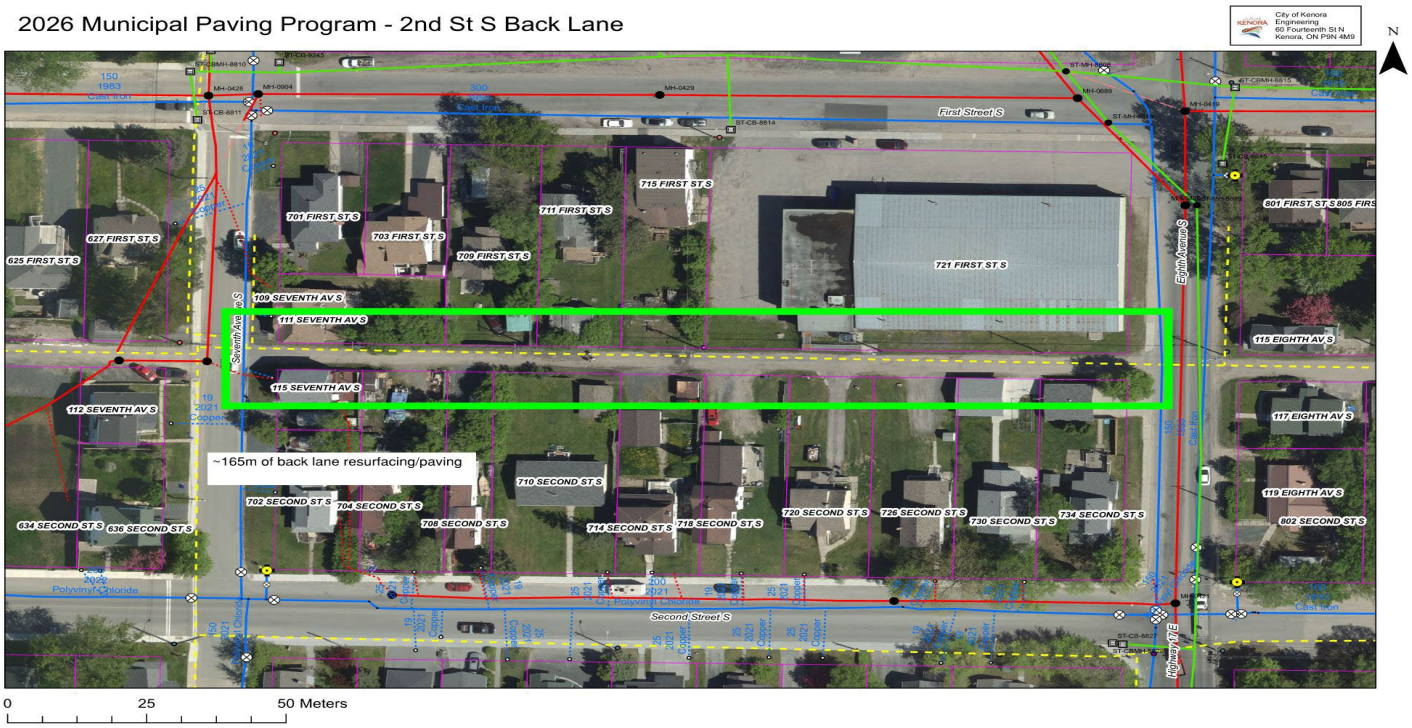
Asset Management Alignment

Project Name: Municipal Lane Paving

Project Number: 313-004-26

Department: Paved Roads Maintenance - Maps

2026 Municipal Paving Program - 2nd St S Back Lane



Project Name: Surface Treatment Roads

Project Number: 314-001-26

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	307,000	-	307,000	307,000	307,000	307,000	1,535,000	2,763,000
Ontario Community Investment Fund (OCIF)	-	307,000	-	-	-	-	-	307,000
Total	**307,000**	**307,000**	**307,000**	**307,000**	**307,000**	**307,000**	**1,535,000**	**3,070,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Accessibility Committee Requirements - No

Asset Management Alignment

Project Name: Essex Road Grade Raise

Project Number: 314-002-26

Department: Surface Treated Roads Maintenance

Description

Grade Raise of Essex Road at Hooterville Trail as a mitigation strategy against events of high water.

This location was subject to high water and closure due to flooding in 2022. The City had a geotechnical assessment of the road and a conceptual design completed to raise the grade.

The assessment indicated that the underground conditions could not sustain the added weight of granular material to raise the grade, and that the adjacent marsh would need to be stabilized to complete the project.

This project budget includes for the marsh stabilization and road construction.

Detailed design work would take place in 2028, followed by construction in 2029.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	-	-	-	2,900,000	-	-	-	2,900,000
Total	**-**	**-**	**-**	**2,900,000**	**-**	**-**	**-**	**2,900,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Accessibility Committee Requirements - No

Asset Management Alignment

Project Name: Loosetop, Ditching and Culvert Replacement

Project Number: 315-001-26

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	269,000	-	269,000	269,000	269,000	269,000	1,345,000	2,421,000
Ontario Community Investment Fund (OCIF)	-	269,000	-	-	-	-	-	269,000
Total	**269,000**	**269,000**	**269,000**	**269,000**	**269,000**	**269,000**	**1,345,000**	**2,690,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - No

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Asset Management Alignment

Project Name: Garage & Shop Capital

Project Number: 392-001-26

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.

2026: Replacement of (2) post hoists

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Vehicle/Equipment Repl. Reserve	52,000	53,550	-	-	-	-	-	53,550
Total	**52,000**	**53,550**	**-**	**-**	**-**	**-**	**-**	**53,550**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Garage and Shop Capital

Project Number: 392-002-26

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.

2029: Crane cable replacement

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Vehicle/Equipment Repl. Reserve	52,000	-	-	-	20,000	-	-	20,000
Total	**52,000**	**-**	**-**	**-**	**20,000**	**-**	**-**	**20,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Fleet - Heavy Vehicles

Project Number: 393-001-26

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.

New Vehicles:
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
2030: Roads - 3 ton Single Axle Dump | Sidewalk Plow & Shoulder Mower | Tandem Deck Trailer | Cemetery Mower

Outgoing Vehicles:
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
2030: 2015 3 ton Single Axle Dump | 2019 Sidewalk Plow and Shoulder Mower | 2013 Tandem Deck Trailer | Cemetery Mower

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Vehicle/Equipment Repl. Reserve	822,000	450,000	840,500	743,600	805,000	470,500	4,005,000	7,314,600
Total	**822,000**	**450,000**	**840,500**	**743,600**	**805,000**	**470,500**	**4,005,000**	**7,314,600**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Fleet - Light Vehicles

Project Number: 393-002-26

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.

New Vehicles:
2026: Roads - 3/4 Ton Truck, 1/2 Ton I Facilities - 1/2 Ton Truck I Roads - Tandem Trailer I Parks - Tandem Trailer
2027: By-Law - (2) 1/2 Ton Trucks
2028/9: No Vehicle Replacements
2030: Recreation - 1/2 Ton Pickup w/ Tommy Gate | Engo Batteries | Harbourtown3/4 Ton Pickup | Admin Pool Vehicle | Roads 3/4 ton Pickup w/ plow.

Outgoing Vehicles:
2026: 2011 3/4 Ton Truck Repurposed to Parks |2014 1/2 Ton Truck Repurposed to Parks |2003 Trailer | 2015 SUV Repurposed to Capital Project Delivery |
2027: (2) 2015 1/2 Tons Repurposed to Parks
2028/9: No Vehicle Replacements
2030: Recreation - 2013 1/2 Ton pickup w/ Tommy gate - reassigned to Parks | Harbourtown2017 3/4 Ton Pickup | 2024 Admin Pool Vehicle reassigned to Capital Project Delivery | Roads 2017 3/4 Ton Pickup w/ Plow - reassigned to parks.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Vehicle/Equipment Repl. Reserve	53,000	289,700	148,000	-	-	353,000	893,500	1,684,200
Total	**53,000**	**289,700**	**148,000**	**-**	**-**	**353,000**	**893,500**	**1,684,200**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: GIS Update and Aerial Photo

Project Number: 395-001-26

Department: Engineering

Description

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

The next aerial mapping will take place in 2029.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	-	-	-	-	135,000	-	-	135,000
Total	**-**	**-**	**-**	**-**	**135,000**	**-**	**-**	**135,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: GPS Surveying Equipment

Project Number: 395-003-26

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.
The GPS survey equipment is used to locate project features during the design, development and construction stages and to surveys sewer and water maintenance to aid in enhancing the accuracy of the City's infrastructure records.

The existing equipment will be assessed in 2026 by technicians for opportunities for partial replacement to reduce future capital costs beyond their planned end of life in 2027. Replacement of one existing unit is planned for 2031.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
GIS Reserve	-	-	41,000	-	-	-	41,000	82,000
Total	**-**	**-**	**41,000**	**-**	**-**	**-**	**41,000**	**82,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Storm Sewer Collection System Rehabilitation

Project Number: 421-001-26

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.

2027: Replacement of storm water infrastructure on Robertson St and 8th Ave S.

Continued CCTV inspection in 2026 and future years will determine the future repair locations.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	300,000	-	300,000	300,000	300,000	300,000	1,500,000	2,700,000
Total	**300,000**	**-**	**300,000**	**300,000**	**300,000**	**300,000**	**1,500,000**	**2,700,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - No

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Asset Management Alignment

Yes, pipes are identified through CCTV inspections and condition rating and risk.

Project Name: Recycling Bin Replacement - Depot Operation

Project Number: 455-001-26

Department: Recycling Facility

Description

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

Station One bin replacement in each 2027, 2030 and 2033

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Recycling Reserve	-	-	27,000	-	-	29,076	31,311	87,387
Total	**-**	**-**	**27,000**	**-**	**-**	**29,076**	**31,311**	**87,387**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: MCL Sports Centre - Multiple Projects

Project Number: 730-001-26

Department: MCSC Complex

Description

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

2026: Supplementary Budget for the Pool Filtration and Disinfection Scope and repair the wellness centre roof, which had roof patches completed in 2020

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Investing in Canada Infrastructure Program (ICIP)	21,999	248,941	-	-	-	-	-	248,941
Recreation Complexes Reserve	8,001	90,540	-	-	-	-	-	90,540
Total	**30,000**	**339,481**	**-**	**-**	**-**	**-**	**-**	**339,481**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: MCSC small Diamond Expansion

Project Number: 735-004-26

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**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**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - Yes

Communications Requirement - Yes

Asset Management Alignment

Project Name: Kenora Library - Window Replacement and Repair

Project Number: 771-001-26

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.

This project is the second phase of window replacements planned for 2026.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Library Building Reserve	-	50,000	-	-	-	-	-	50,000
Total	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Kenora Library - Interior Upgrades

Project Number: 771-002-26

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Library Building Reserve	-	-	-	-	-	-	450,000	450,000
Total	**-**	**-**	**-**	**-**	**-**	**-**	**450,000**	**450,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Front Entrance Design and Renewal Project

Project Number: 781-001-26

Department: Lake of the Woods Museum

Description

The City of Kenora, in partnership with The Muse Board, is undertaking a planning and design-build project to reimagine the front entrance of the Lake of the Woods Museum. The goal is to create a fully accessible, inclusive, and welcoming public space, while also expanding programming and exhibit areas to better serve the community.

Planning and design will take place in 2028, with funding allocated from the Museum Capital Reserve Fund and included in the City's 2026 Capital Budget. The project will be developed through a design-build approach, informed by stakeholder and community consultation to ensure accessibility standards and cultural inclusion are prioritized.

Construction is anticipated to begin in 2028. To support implementation, the City plans to submit a funding application to the Northern Ontario Heritage Fund Corporation (NOHFC). This project is a key step in strengthening Kenora's cultural infrastructure and enhancing the Museum's role as a vibrant, accessible, safe, and inclusive space for residents and visitors alike.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Museum Building Reserve	-	-	-	166,666	-	-	-	166,666
Total	**-**	**-**	**-**	**166,666**	**-**	**-**	**-**	**166,666**

Internal Information

Mitigation Strategy - Yes

There will be an impact at time of construction. Mitigation will come through the design process, to ensure that users will still be able to access the facility.

Accessibility Committee Requirements - Yes

Yes after design is being completed, this will need to be brought forward.

Communications Requirement - Yes

Yes there will need to be for the design portion as well as the construction portion for individuals to understand better what they are doing.

Asset Management Alignment

Project Name: Arts Centre - Furnace and AC Upgrades

Project Number: 783-004-26

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Museum Building Reserve	-	30,000	-	-	-	-	-	30,000
Total	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

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

Project Number: 832-001-26

Department: Tourism Facilities

Description

This project includes improvements to the Jarnell Contracting Pavilion on the Harbourfront: The City will be seeking provincial funding to support this full project.

In 2026 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.

In 2028 Replacement of fabric roof over Jarnell 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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Pavilion Reserve	-	50,000	-	116,000	-	-	-	166,000
Total	**-**	**50,000**	**-**	**116,000**	**-**	**-**	**-**	**166,000**

Internal Information

Mitigation Strategy - Yes

Coordination with the events that take place under the pavillion.

Accessibility Committee Requirements - No

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Asset Management Alignment

Project Name: Harbourfront Tourism and Special Events Building

Project Number: 832-002-26

Department: Tourism Facilities

Description

Construct new tourism and special events building on the Harbourfront that will replace the existing Pavillion. Design will be completed in 2026.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	2,000,000	-	-	2,000,000
Total	**-**	**-**	**-**	**-**	**2,000,000**	**-**	**-**	**2,000,000**

Internal Information

Mitigation Strategy - Yes

Visitor information and ticket services will be halted during construction.

Accessibility Committee Requirements - Yes

AAC to be engaged during design phase and updated on construction progress

Communications Requirement - Yes

Public notice regarding potential traffic or service impacts during project required.

Asset Management Alignment

Project Name: DTR Matheson & First St S-Construction

Project Number: 851-002-26

Department: Infrastructure

Description

This Downtown Revitalization (DTR) project includes the water, wastewater and storm piping replacements 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. Road and Sidewalks will be renewed as part of this project.

This is the 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 will get started in 2025 as it was included in the 2025 budget. Construction expected in 2029. Administration will seek additional external funding with a complete, updated detail design and tender package.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	5,500,000	-	-	5,500,000
Sewer/Water Reserve	-	-	-	-	1,265,000	-	-	1,265,000
Total	**-**	**-**	**-**	**-**	**6,765,000**	**-**	**-**	**6,765,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - Yes

Accessibility committee review required during early (30% design) stage.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Asset Management Alignment

Project Documents

DTR 2009 to 2031 plancomp.pdf

Project Name: DTR Matheson, Main and 3rd St

Project Number: 851-003-26

Department: Infrastructure

Description

This Downtown Revitalization (DTR) project includes the water, wastewater and storm piping replacements 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.

This is the 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), Chipman Street (2018), Matheson & First St S (2030)

Detailed design will get started in 2034 with construction expected to follow in 2035. Administration will seek additional external funding with a complete, updated detail design and tender package.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Net Tax Levy	-	-	-	-	-	-	5,085,000	5,085,000
Sewer/Water Reserve	-	-	-	-	-	-	3,955,000	3,955,000
Total	**-**	**-**	**-**	**-**	**-**	**-**	**9,040,000**	**9,040,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - Yes

Accessibility committee review required during early (30% design) stage.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Asset Management Alignment

Project Documents

DTR 2009 to 2031 plancomp.pdf

Project Name: Wastewater Collection Piping System Renewal

Project Number: 411-001-26

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.

2026: Mellick Ave from 9th St N to 10th St N | Laneway between 3rd and 4th Ave and 7th and 5th Street S
2027: River Drive from 7th Ave S to 9th Ave S | Rupert Road from 9th Street N to 10th Street N
2028: 3rd Street North from 4th Ave N to 2nd Street N | Regina Avenue from Veterans Drive to 10th Street N
2029: Mascott Ave from Veterans Drive to Dead end and 10th Street N to Mikado Ave
2030: 13th Ave N from dead end to 9th Street N and 8th Street N from 14th Ave N to the west to dead end

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	800,000	1,300,000	775,000	1,300,000	1,750,000	10,577,000	16,502,000
Sewer/Water Reserve	1,495,000	1,100,000	577,000	1,249,000	461,000	540,000	3,512,000	7,439,000
Total	**1,495,000**	**1,900,000**	**1,877,000**	**2,024,000**	**1,761,000**	**2,290,000**	**14,089,000**	**23,941,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - Yes

Accessibility committee review required during early (30% design) stage for surface features.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

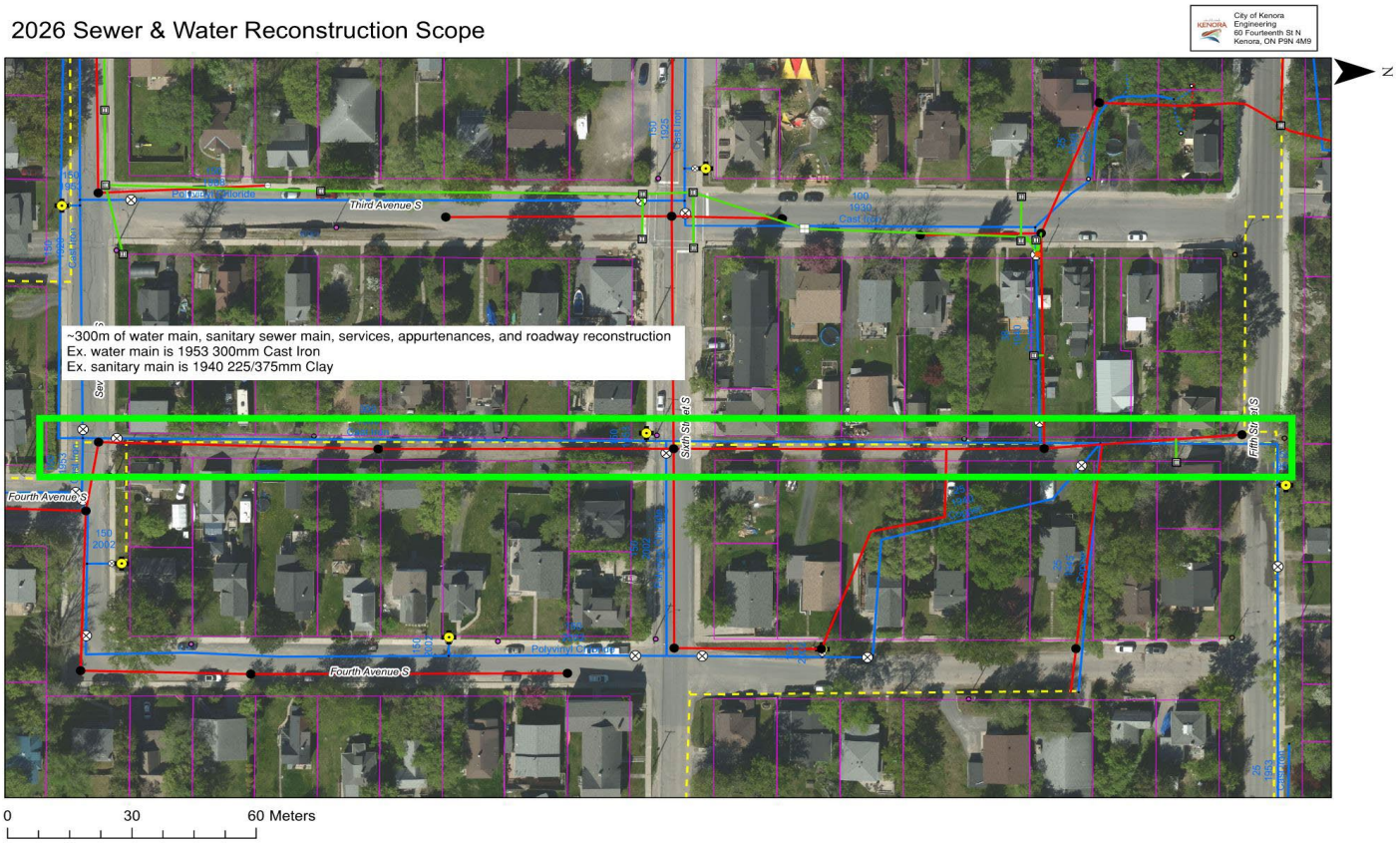
Asset Management Alignment

Project Name: Wastewater Collection Piping System Renewal

Project Number: 411-001-26

Department: Sanitary System

2026 Sewer & Water Reconstruction Scope



Project Name: Wastewater Piping System Relining

Project Number: 411-003-26

Department: Sanitary System

Description

Project to reline 500m of wastewater collection mains informed by future CCTV inspection.

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	-	-	500,000	500,000
Sewer/Water Reserve	-	-	-	-	-	200,000	-	200,000
Total	**-**	**-**	**-**	**-**	**-**	**200,000**	**500,000**	**700,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Hospital Servicing - Wastewater Collection

Project Number: 411-005-26

Department: Sanitary System

Description

Installation of New Marine Sewer line to New All-Nations Hospital Property Line from Ottawa St in Keewatin.

Design works will determine the capacity of the existing Wastewater Piping in Keewatin to support flows from the New Hospital. Upgrades within Keewatin may be required.

2027 Design
2029 Hospital Site Servicing

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	40,000	-	500,000	-	-	540,000
Total	**-**	**-**	**40,000**	**-**	**500,000**	**-**	**-**	**540,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement - Yes

Asset Management Alignment

Public Notice - Marine Works

Project Name: Norman/Keewatin Wastewater Piping Upgrades

Project Number: 411-006-26

Department: Sanitary System

Description

Construction of upgrades to the Wastewater piping leaving Norman and Keewatin to support a new All Nations Hospital wastewater flows.

2028 Design
2029 Construction

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	760,000	9,385,000	-	-	10,145,000
Total	**-**	**-**	**-**	**760,000**	**9,385,000**	**-**	**-**	**10,145,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - Yes

Accessibility committee review required during early (30% design) stage.

Communications Requirement - Yes

Public communication required for the construction stage of the project.

Asset Management Alignment

Project Name: Replacement of Liftstation Pumps

Project Number: 412-002-26

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 condition and performance.

This Project is an annual program to maintain an the existing operation of the wastewater collection system. Schedules replacements as follows:

2026 - Norman Drive (Dog Pound Pump Station Pump 2)

Future locations will be replaced based on condition and service call-outs as the year of replacement approaches.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	-	-	242,250	242,250
Sewer/Water Reserve	78,800	80,750	80,750	80,750	80,750	80,750	161,500	565,250
Total	**78,800**	**80,750**	**80,750**	**80,750**	**80,750**	**80,750**	**403,750**	**807,500**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

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

Project Number: 412-003-26

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

2026: First Ave South Lift Station
2027: First Ave West Lift Station

Future years will be selected based on condition and service calls for station maintenance and alarms.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	-	-	252,000	252,000
Sewer/Water Reserve	65,000	85,000	72,000	74,000	76,000	78,000	420,000	805,000
Total	**65,000**	**85,000**	**72,000**	**74,000**	**76,000**	**78,000**	**672,000**	**1,057,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Upgrades

Project Name: Lift Station Renewal Program

Project Number: 412-004-26

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 recommendations, design and construction of the pumping, mechanical, electrical and control and backup generators are completed as the station components near end of service life..

2026: Crawford Rd Generator Supply and Installation; Valley Dr Generator Replacement Engineering Design
2027: Valley Dr Generator Supply and Installation; Subway Station Generator Engineering Design;$60,000 Engineering Study - Future Lift Station Upgrades
2028: Subway Station Generator Supply and Installation
2029 - 2034 - Lift Station Upgrades based on Engineering Assessment from 2027

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	-	-	411,000	411,000
Sewer/Water Reserve	133,000	137,000	210,000	200,000	137,000	137,000	274,000	1,095,000
Total	**133,000**	**137,000**	**210,000**	**200,000**	**137,000**	**137,000**	**685,000**	**1,506,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement - Yes

New federal guidelines require communication for works that can potentially result in a by-pass.

Asset Management Alignment

Project Name: WWTP - Replace Scum Box East Clarifier

Project Number: 413-007-26

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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	-	-	25,000	-	-	-	-	25,000
Total	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Beyond Service Life

Project Name: WWTP - Replace Sluice Gates and Valve Stems

Project Number: 413-009-26

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 off the flow of wastewater to the tank. One sluice gate is currently leaking and require repair/replacement.

Design/gate selection and work planning will be completed in 2026 with construction expected to occur later that same year. 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	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	20,000	180,000	-	-	-	-	-	180,000
Total	**20,000**	**180,000**	**-**	**-**	**-**	**-**	**-**	**180,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Broken Asset

Project Name: WWTP - Replace Screw Pump Electric Generator

Project Number: 413-010-26

Department: Sewage Treatment Plant

Description

Replacement of 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 2026. Replacement will be based on generator availability, which is currently estimated at 60 - 70 weeks. Therefore replacement is likely in 2027, despite contracts needing to be awarded in 2026.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	50,000	450,000	-	-	-	-	-	450,000
Total	**50,000**	**450,000**	**-**	**-**	**-**	**-**	**-**	**450,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Beyond Service Life

Project Name: WWTP Capital Upgrades

Project Number: 413-011-26

Department: Sewage Treatment Plant

Description

In late 2025 the City is receiving the results of the capital needs assessment of the Wastewater Treatment Plant, a project that was initiated in 2024. This project allocates budget to the upcoming upgrades recommended in the assessment for the 2026/7 and 2031/2 years to ensure the WWTP continues to function reliably.

Being primarily mechanical/electrical works, new equipment delivery can be expected to delay construction into the year or two following the year of design works, however the budget allocation will allow the construction contracts to be issued.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	800,000	10,000,000	-	-	-	38,800,000	49,600,000
Total	**-**	**800,000**	**10,000,000**	**-**	**-**	**-**	**38,800,000**	**49,600,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Beyond Service Life - Aged Infrastructure

Project Name: Fleet - Water and Wastewater Vehicles

Project Number: 414-001-26

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.

New Vehicles:
2026: Water Tank Truck, Underground Services Walk-In Van,3/4 Ton Pickup w/ Plow,24' Boat Outboard Motor Replacement
2027: 3/4 Ton Pickup Truck, Van Air Compressor Replacement
2028: Two - 1/2 Ton Pickups
2029: Water Delivery Truck
2030: WWTP Sludge Hauling Tandem Dump | 1/2 ton pickup

Outgoing Vehicles:
2026: 2003 Water Tank Truck Reassigned to Bridge Washing,2014 3/4 ton Van, 2006 3/4 Ton Pickup reassigned to Parks, 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
2030: 2019 WWTP Tandem Dump | 1/2 ton pickup reassigned to Parks

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	-	-	-	1,005,500	1,005,500
Sewer/Water Reserve	-	564,550	125,700	169,200	364,000	358,800	602,000	2,184,250
Total	**-**	**564,550**	**125,700**	**169,200**	**364,000**	**358,800**	**1,607,500**	**3,189,750**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Documents

Change to Potable Water Truck from 2025 to 2026

Project Name: Watermain Renewal Program

Project Number: 431-001-26

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.

2026: Mellick Ave from 9th St N to 10th St N | Laneway between 3rd and 4th Ave and 7th and 5th Street S
2027: River Drive from 7th Ave S to 9th Ave S | Rupert Road from 9th Street N to 10th Street N
2028: 3rd Street North from 4th Ave N to 2nd Street N | Regina Avenue from Veterans Drive to 10th Street N
2029: Mascott Ave from Veterans Drive to Dead end and 10th Street N to Mikado Ave
2030: 13th Ave N from dead end to 9th Street N and 8th Street N from 14th Ave N to the west to dead end

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	800,000	1,300,000	775,000	1,300,000	1,750,000	10,577,000	16,502,000
Sewer/Water Reserve	1,495,500	1,100,000	577,000	1,249,000	461,000	540,000	3,512,000	7,439,000
Total	**1,495,500**	**1,900,000**	**1,877,000**	**2,024,000**	**1,761,000**	**2,290,000**	**14,089,000**	**23,941,000**

Internal Information

Mitigation Strategy - Yes

Traffic impact during construction stage of the project.

Accessibility Committee Requirements - Yes

Accessibility committee review required during early (30% design) stage for surface features.

Communications Requirement - Yes

Public Notice 1 week ahead of impacted areas, door to door notice.

Asset Management Alignment

Project Name: Watermain Renewal Program

Project Number: 431-001-26

Department: Waterworks

2026 Sewer & Water Reconstruction Scope



Project Name: Coney Island Watermain Replacement

Project Number: 431-002-26

Department: Waterworks

Description

Replacement of the above-ground watermain on Coney Island

Coney Island properties that are connected to City water are fed by a 7km, 2" waterline that was installed in 1987 and is at the end of its service life. Scaling and deterioration of the line is causing ongoing issues with connections, and valves and water meter functionality.

There may be an opportunity to connect new users through this program.

2026 - $100,000 Phase 1 Replacement Works
2027 - $100,000 Phase 2 Replacement Works
2028 - $100,000 Phase 3 Replacement Works

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	-	100,000	100,000	100,000	-	-	-	300,000
Total	**-**	**100,000**	**100,000**	**100,000**	**-**	**-**	**-**	**300,000**

Internal Information

Mitigation Strategy - Yes

Project to be completed in off-season.

Accessibility Committee Requirements - No

Communications Requirement - Yes

public notice

Asset Management Alignment

Project Name: Hospital Servicing - Watermain

Project Number: 431-004-26

Department: Waterworks

Description

Installation of New Marine Water line to New All-Nations Hospital Property Line from Ottawa St in Keewatin.

This project can become operational following the installation of the Norman/Keewatin Marine Waterline from Lakeside.

2027 Design
2029 Hospital Site Servicing

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	40,000	-	500,000	-	-	540,000
Total	**-**	**-**	**40,000**	**-**	**500,000**	**-**	**-**	**540,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement - Yes

Public Notice - Marine Works

Asset Management Alignment

Project Name: Norman/Keewatin Water Redundancy

Project Number: 431-005-26

Department: Waterworks

Description

Installation of back up sub-marine Water line to Norman and Keewatin to support a new All Nations Hospital.

2028 Design
2029 Construction

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	760,000	9,385,000	-	-	10,145,000
Total	**-**	**-**	**-**	**760,000**	**9,385,000**	**-**	**-**	**10,145,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement - Yes

Asset Management Alignment

Communication of on-water construction activities to boating community.

Project Name: Replacement of Norman Booster Station MCC/PLC

Project Number: 432-003-26

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 its service life, and has limited functionality. Upgrades will modernize the station to be fully controlled remotely, lowering service calls.

Design works will take place in 2026, followed by equipment ordering, which, based on availability, may delay construction into 2027.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	-	300,000	-	-	-	-	-	300,000
Total	**-**	**300,000**	**-**	**-**	**-**	**-**	**-**	**300,000**

Internal Information

Mitigation Strategy - No

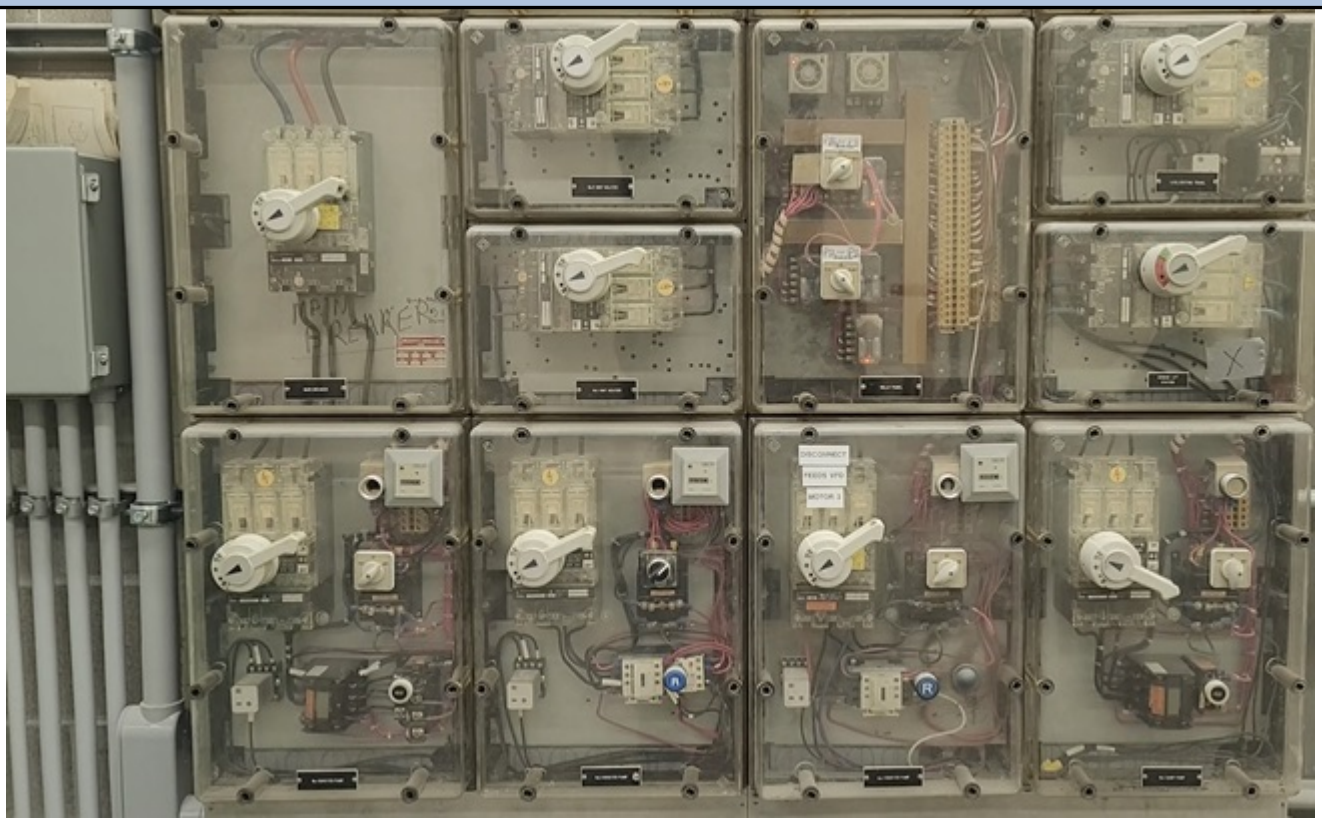
Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Beyond Service Life - Modernization

Project Images



Project Name: WTP Pump Replacement

Project Number: 433-002-26

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.

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 into the distribution system.

All high lift and low lift pumps at the Water Treatment Plant are original equipment at over 40 years old. They have long exceeded their
service life.

Design of the replacement pumps and electrical systems started in 2024. The first phase of construction is expected to start in early 2026.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Sewer/Water Reserve	900,000	-	1,200,000	-	1,200,000	-	-	2,400,000
Total	**900,000**	**-**	**1,200,000**	**-**	**1,200,000**	**-**	**-**	**2,400,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Beyond Service Life

Project Name: WTP Capital Upgrades

Project Number: 433-005-26

Department: Water Treatment Plant

Description

In late 2025 the City is receiving the results of the capital needs assessment of the Treatment Plant, a project that was initiated in 2024. This project allocates budget to the upcoming upgrades recommended in the assessment for the 2028/9 and 2033/4 years to ensure the WTP continues to function reliably.

Being primarily mechanical/electrical works, new equipment delivery can be expected to delay construction into the year or two following the year of design works, however the budget allocation will allow the construction contracts to be issued.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Debt Financing	-	-	-	6,500,000	-	-	26,840,000	33,340,000
Sewer/Water Reserve	-	-	540,000	-	-	-	-	540,000
Total	**-**	**-**	**540,000**	**6,500,000**	**-**	**-**	**26,840,000**	**33,880,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Beyond Useful Service Life

Project Name: Redundant Air Scour Compressor at the WTP

Project Number: 433-006-26

Department: Water Treatment Plant

Description

The existing air scour compressor at the Water Treatment Plant is beyond end of service life and needs to be replaced, however in the short term, there is space, piping and conduit to support a redundant unit to be installed.

Design will take place in 2026, with construction to follow based on availability of equipment.

This project ensures the Plant can continue to scour and backwash the filters, enabling reliable ongoing filtration process.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Water and Wastewater Reserve	-	435,000	-	-	-	-	-	435,000
Total	**-**	**435,000**	**-**	**-**	**-**	**-**	**-**	**435,000**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Beyond service life

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

Project Number: 448-001-26

Department: Transfer Facility

Description

The Transfer Station uses 40-yd bins to transport waste to the Landfill. 2 bins require replacement in each 2027 and 2030 as they wear out. This is a recurring capital need.

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Solid Waste Reserve	-	-	50,000	-	-	49,712	50,955	150,667
Total	**-**	**-**	**50,000**	**-**	**-**	**49,712**	**50,955**	**150,667**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment

Project Name: Fleet - Solid Waste Vehicles

Project Number: 453-001-26

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.

New Vehicles:
2026 - Tandem Roll-off Truck
2027 - Co-Mingle Curbside Collection Truck
2028 - Rubber Tire Loader
2029 - Landfill Dump Truck
2030: 1/2 Ton Pickup Truck | Tandem Roll-off Truck

Outgoing Vehicles:
2026: 2014 Roll-off Truck
2027: 2009 Co-Mingle Curbside Collection Truck
2028: 2018 Rubber Tire Loader
2029: 2006 Landfill Dump Truck
2030: 2016 1/2 Ton Pickup reassigned to Parks | 2018 Tandem Roll-off Truck

	Adopted	Budget	Forecast					
Project Forecast	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031-2035**	**10 Year Total**
Funding Source								
Solid Waste Reserve	136,500	400,000	191,500	393,000	580,000	363,500	1,980,500	3,908,500
Total	**136,500**	**400,000**	**191,500**	**393,000**	**580,000**	**363,500**	**1,980,500**	**3,908,500**

Internal Information

Mitigation Strategy - No

Accessibility Committee Requirements - No

Communications Requirement- No

Asset Management Alignment



Municipal Accommodations Tax Budget



2026 Municipal Accommodation Tax Program

Summary		
Estimated 2026 Opening Balance	**$**	**313,266**
2026 Projected Revenue	$	1,050,000
Less: Estimated 2026 KHA Contribution	$	196,333
Less: 2026 Projects and Initiatives	$	1,017,500
Estimated Closing Balance Dec. 31, 2026	**$**	**149,433**

Projects and Initiatives		2026 Budget
Annual Marketing Allocation	$	125,000
Business Retention and Expansion Project	$	15,000
Winnipeg River to Lake of the Woods Transfer Service	$	5,000
Business Support Resources and Events	$	15,000
Coney Island Shuttle	$	5,000
Special Events Grant	$	50,000
Conference Host Grant	$	20,000
Saturday Downtown Tours	$	2,500
Special Events - City Implementation	$	50,000
FIFA Caravan - Event	$	55,000
Investment Attraction - Marketing Implementation	$	50,000
Seasonal Placemaking	$	10,000
Winter Speaker Series	$	5,000
Multi-Cultural Event	$	10,000
Tourism Business Development Fund	$	50,000
Permanent Banners - Harbourtown Centre	$	50,000
Portable PA System	$	10,000
Community Improvement Plan (CIP) - Program Contribution	$	250,000
Kenora Airport Authority - Partnership Contribution	$	200,000
Moncrief Construction Sports Centre - Ice Pad Covering	$	40,000
Total Cost of 2026 Projects and Initiatives	**$**	**1,017,500**
Estimated Closing Balance Dec. 31, 2026	**$**	**149,433**

Projects and Initiatives - 2025 Carry Forward
Thistle Pavilion - Detailed Design
McLeod Park 2.0

Project Name: **Annual Marketing Allocation**

Description:

Annual marketing allocation includes a range of projects such as seasonal campaigns, holiday promotions, Glad You Are Here, Frostbites, content development, and influencer collaborations. The team attempts to leverage marketing dollars through partnerships with multiple organizations. As an example, for the U.S.A Drive campaign into Minnesota, Tourism leverages the $12,500 City contribution to $100,000 through partnerships with Destination Ontario, Destination Northern Ontario and the Township of Sioux Narrows-Nestor Falls.

Time Frame:	**Eligible Project Type:**
January – December 2026	Marketing

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Enhance four-season visitor experiences
Support the growth and retention of local businesses and emerging sectors

Key Considerations:

Opportunity to continue to build on past campaigns and partnerships while increasing brand recognition domestically and internationally. Support for economic development marketing activities.

Expected Results/Performance Indicators:

Increased Visitor Numbers at Visitor Information Centres
Engagement Metrics in Individual Campaigns

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$125,000	Potential funds from Destination Ontario, Destination Northern Ontario and other stakeholders

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Megan Dokuchie Allyson Pele	Destination Ontario Destination Northern Ontario Sioux Narrows-Nestor Falls Kenora Hospitality Alliance Harbourtown BIZ KDCC

Project Name: Business Retention and Expansion Project

Description:

In 2023, the team worked with Deloitte to deliver a Business Retention and Expansion (BR+E) project, which collected input from more than 100 local businesses. This project will repeat the survey in 2026, using the 2023 results as a baseline to evaluate what has changed and/or improved and to identify new gaps and opportunities for the business community.

Time Frame:	**Eligible Project Type:**
May 2026	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Support the growth and retention of local businesses and emerging sectors.

Key Considerations:

This will continue to provide the team with current data to help serve the business community

Expected Results/Performance Indicators:

Number of Responses Completed
Improvement in Business Perceptions

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$15,000	N/A

Project Lead(s):	**Potential Project Partners:**
Allyson Pele Megan Dokuchie	Harbourtown BIZ KDCC

Project Name:

Winnipeg River to Lake of the Woods Transfer Service

Description:

Subsidization of a boat and trailer transportation service to bring boaters between the Winnipeg River and Lake of the Woods.

Time Frame:	**Eligible Project Type:**
May – September 2026	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Improve lake access and boating infrastructure

Key Considerations:

In 2024, a pre-feasibility study was undertaken to evaluate the redevelopment of the Keewatin Boat Lift. A next step in the process is to determine the demand for this type of service/facility. This project would provide a cost-effective way to measure the actual demand for this service.

Expected Results/Performance Indicators:

Number of
Passengers

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$5,000	N/A

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Megan Dokuchie	Private sector partnership - TBD

Project Name: **Business Support Resources and Events**

Description:

Activities to support identified initiatives developed through the Business Retention and Expansion project. Also includes workshops and resources for businesses.

Time Frame:	**Eligible Project Type:**
March – December 2026	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Support the growth and retention of local businesses and emerging sectors.

Key Considerations:

Prioritize initiatives that address common challenges as presented in the survey results from 2023. Examples include workforce initiatives, digital adoption and this work can be completed through workshops, resources and programing.

Expected Results/Performance Indicators:

Number of Attendees at Events
Improvement in Business Perceptions

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$15,000	N/A

Project Lead(s):	**Potential Project Partners:**
Allyson Pele Megan Dokuchie	Harbourtown BIZ KDCC

Project Name: **Coney Island Shuttle**

Description:

Partnership to deliver boat taxi service to Coney Island in 2026.

Time Frame:	**Eligible Project Type:**
July – September 2026	Programs and Services

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Improve lake access and boating infrastructure.

Key Considerations:

This program began in 2021 and the current agreement expired on December 31, 2025. City Staff will undertake a competitive process to identify a private sector partner to continue to deliver the Coney Island Shuttle boat taxi service.

Expected Results/Performance Indicators:

Number of Passengers

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$5,000	n/a

Project Lead(s):	**Potential Project Partners:**
Josh Nelson	Private sector partner - TBD

Project Name: **Special Events Grant Program**

Description:

Delivery of grant process to support events throughout the community.

Time Frame:	**Eligible Project Type:**
March – December 2026	Events

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Advance Kenora's position as a host community for special events

Key Considerations:

This program will augment the Kenora Hospitality Alliance's (KHA) special events funding. Staff will work with the KHA to assist in streamlining the application process to make it easier for event hosts to access funding.

Expected Results/Performance Indicators:

Number of Events Supported
Value of Partner Dollars Leveraged

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$50,000	TBD – KHA

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Megan Dokuchie	KHA

Project Name: **Conference Host Grant**

Description:

Delivery of grant process to support the hosting of conferences in the community during shoulder and winter seasons.

Time Frame:	**Eligible Project Type:**
September 2026 – March 2027	Events

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Advance Kenora's position as a host community for special events

Key Considerations:

During the shoulder and winter seasons, there is capacity in the accommodation sector. While sport tourism (tournaments) fills accommodations on weekends, typically, there is excess availability during the week. Generally, conferences are hosted during the week and this grant would provide support and incentive to organizers who are interested in hosting these types of events during the shoulder seasons.

Expected Results/Performance Indicators:

Number of Conferences Supported
Improved Occupancy Rates during Shoulder and Winter Season

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$20,000	N/A

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Megan Dokuchie	KHA

Project Name: **Saturday Downtown Tours**

Description:

The MUSE will host free scheduled tours of the Harbourtown Centre on Saturdays during the months of July and August for residents and visitors.

Time Frame:	**Eligible Project Type:**
July – August 2026	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Support Kenora's development as a destination for arts, culture and heritage.

Key Considerations:

The MUSE already offers cemetery tours throughout the summer months. The addition of this tour will help expand their offerings and provide another activity for visitors and residents.

Expected Results/Performance Indicators:

Number of Tours
Number of Tour Participants

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$2,500	N/A

Project Lead(s):	**Potential Project Partners:**
Braden Murray	The MUSE

Project Name: **Special Events – City Implementation**

Description:

Funding to support internal events including, but not limited to: Main Street Markets, Movies in the Park, Winter Weekend of Wonder, Tree Lighting. Events for 2026 have not been finalized.

Time Frame:	**Eligible Project Type:**
January – December 2026	Events

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Advance Kenora's position as a host community for special events

Key Considerations:

Funds to support staff in enhancing current and creating new city led events.

Expected Results/Performance Indicators:

Number of Events Hosted
Number of Attendees

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$50,000	KHA Harbourtown BIZ OPG

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Morgan Seller Helena Devins	KHA Harbourtown BIZ KDCC

Project Name: **FIFA Caravan - Event**

Description:

As part of FIFA 2026, the FIFA Canada Committee is organizing a national tour that will bring a live viewing experience to select communities across the country. The concept is based on the Canada 150 tour and will feature match broadcasts and on-site activations in host communities.

Time Frame:	**Eligible Project Type:**
June – July 2026	Events

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Advance Kenora's position as a host community for special events.

Key Considerations:

This event is likely a once-in-a-lifetime opportunity made possible by Canada, the United States, and Mexico hosting the World Cup. If successful the cost to bring the Caravan to Kenora as a selected host community is $50,000, which covers most infrastructure, licensing, and related expenses.

Expected Results/Performance Indicators:

Number of Attendees

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$55,000	N/A

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Morgan Seller Megan Dokuchie	KHA Harbourtown BIZ KDCC

Project Name:

Investment Attraction - Marketing Implementation

Description:

Deliver marketing initiatives as determined through Phase One of the Investment Attraction project.

Time Frame:	**Eligible Project Type:**
Spring 2026	Advertising/Marketing

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Support the growth and retention of local businesses and emerging sectors

Key Considerations:

In 2025, City staff worked with The Show and Tell Agency to develop a strategic marketing framework to guide investment attraction efforts in Kenora. The next phase of work includes implementation activities to promote the community as a location to invest.

Expected Results/Performance Indicators:

Dollar Value of Investment

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$50,000	CanExport

Project Lead(s):	**Potential Project Partners:**
Megan Dokuchie Allyson Pele	N/A

Project Name: **Seasonal Placemaking**

Description:

Installation/delivery of additional placemaking elements and/or events.

Time Frame:	**Eligible Project Type:**
June 2026	Capital Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Develop and invest in strategic infrastructure that supports economic and tourism growth

Key Considerations:

Continue to build off the success of the last two placemaking projects. This project helps instill community pride.

Expected Results/Performance Indicators:

Number of Placemaking Assets and/or Events Developed

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$10,000	N/A

Project Lead(s):	**Potential Project Partners:**
Allyson Pele	Harbourtown BIZ

Project Name: **Winter Speaker Series**

Description:

Develop a winter speaker series to be delivered at the Lake of the Woods Discovery Centre and The MUSE. Speaker topics would vary.

Time Frame:	**Eligible Project Type:**
October 2026 – February 2027	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Enhance four season visitor experiences.

Key Considerations:

Assist in activating the MUSE and Lake of the Woods Discovery Centre in the off-season.

Expected Results/Performance Indicators:

Number of Events Hosted
Number of Attendees at Events

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$5,000	N/A

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Braden Murray	The MUSE

Project Name: **Multi-Cultural Event**

Description:

Activities and events to foster connections and collaboration and to become a welcoming place.

Time Frame:	**Eligible Project Type:**
April 2026 to October 2026	Event

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Advance Kenora's position as a host community for special events

Key Considerations:

Activities will include a signature community event (during Welcoming Week), along with other complementary initiatives delivered throughout the year. Welcoming Week, which is an annual, global campaign to showcase the movement of communities striving to be more welcoming places for all, including newcomers.

Expected Results/Performance Indicators:

Number of Attendees at Event(s)

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$10,000	N/A

Project Lead(s):	**Potential Project Partners:**
Allyson Pele Josh Nelson	Multi-Cultural Centre The MUSE

Project Name: **Tourism Business Development Fund**

Description:

A grant process to assist new tourism operators or existing tourism operators expand their product delivered through the Northwest Business Centre

Time Frame:	**Eligible Project Type:**
January – December 2026	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Enhance four-season visitor experiences

Key Considerations:

This project is intended to support individuals/businesses looking to start up or expand their tourism product. A vital piece to the success of marketing efforts is to ensure that there are activities available when visitors come to Kenora.

Expected Results/Performance Indicators:

Value of Funding
Number of Proponents Supported
Value of Partner Contributions

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$50,000	N/A

Project Lead(s):	**Potential Project Partners:**
Allyson Pele Megan Dokuchie Josh Nelson	Northwest Business Centre

Project Name: **Permanent Banners – Harbourtown Centre**

Description:

Removal and replacement of existing banners on the Greenbelt, Main Street South and Second Street South with a permanent metal solution.

Time Frame:	**Eligible Project Type:**
June 2026	Capital

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Develop and invest in strategic infrastructure that supports economic and tourism growth.

Key Considerations:

Current banners are near end of life with ripping from exposure to elements. Recognizing the longevity of the current banners, the recommendation is to examine the opportunity for a more permanent solution which requires less maintenance.

Expected Results/Performance Indicators:

Number of Banners Developed

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$50,000	Harbourtown BIZ

Project Lead(s):	**Potential Project Partners:**
Josh Nelson Megan Dokuchie	Harbourtown BIZ

Project Name: **Portable PA System**

Description:

Purchase a PA system to support speaking events.

Time Frame:	**Eligible Project Type:**
March 2026	Capital

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Advance Kenora's position as a host community for special events

Key Considerations:

Current speaker system is not adequate for hosting speaking events like a town hall, presentation, etc.

Expected Results/Performance Indicators:

Acquisition of One
Asset

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$10,000	N/A

Project Lead(s):	**Potential Project Partners:**
Josh Nelson	N/A

Project Name:

Community Improvement Plan (CIP) - Program Contribution

Description:

Allocation to support implementation of the new Community Improvement Plan

Time Frame:	**Eligible Project Type:**
January – December 2026	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Develop and invest in strategic infrastructure that supports economic and tourism growth.

Key Considerations:

In 2025, the City of Kenora initiated a comprehensive review of the existing CIP programs. These funds along with the contribution from 2025 are intended to support the implementation of the new program which include robust incentives for housing, property improvement, accessibility and landscaping, amongst others.

Expected Results/Performance Indicators:

Number of Projects Supported
Value of CIP Funding Invested
Value of Private Sector Contributions

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$250,000	N/A

Project Lead(s):	**Potential Project Partners:**
Megan Dokuchie Melissa Shaw	N/A

Project Name:
Kenora Airport Authority – Partnership Contribution

Description:

Partner contribution to support activities for a new airline service in Kenora

Time Frame:	**Eligible Project Type:**
January – December 2026	Services and Programs

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Undertake planning activities that support tourism and economic development objectives.

Key Considerations:

These funds will be used to support the efforts of the Kenora Airport Authority's new airline service with Northstar Air.

Expected Results/Performance Indicators:

Number of Passengers on New Air Service

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$200,000	n/a

Project Lead(s):	**Potential Project Partners:**
Stace Gander	Kenora Airport Authority

Project Name:
Moncrief Construction Sports Centre – Ice Pad Covering

Description:

Purchase an ice covering system for the Moncrief Construction Sports Centre

Time Frame:	**Eligible Project Type:**
June 2026	Capital

Supporting Strategy Objective(s) from Economic Development and Tourism Strategy:

Advance Kenora's position as a host community for special events

Key Considerations:

This project provides an opportunity for the Moncrief Construction Sports Centre to host events while the ice is still in place. The purchase will be contingent on receiving funding from the Northern Ontario Heritage Fund Corporation to support the project. The total project cost is $160,000.

Expected Results/Performance Indicators:

Increased Number of Events
Increased Duration of Ice in Facility

2026 MAT Funds Required:	**Supplementary Funds/Available Funding Programs:**
$40,000	NOHFC – 75% funding

Project Lead(s):	**Potential Project Partners:**
Andrew Smith	N/A



APPENDICES

2025 ADOPTED BUDGET

Lake of the Woods
KENORA

Table of Contents

185……..….Appendix 1 – Debt Repayment

186……..……..Appendix 2 – Reserves

187……..……..Appendix 3 – Glossary of Municipal Terms

Summary of Long Term Debt - Principal and Interest Payments

	2025		2026	
	Principal	**Interest**	**Principal**	**Interest**
Fire Hall	301,179	17,001	306,804	11,376
Discovery Centre	80,997	1,222		
Pavilion tent	57,970	2,039	58,986	1,023
HWY 17 East & West	128,899	17,707	131,775	14,832
Bowman Electric Keewatin Memorial Arena	80,143	13,650	82,028	11,765
Bowman Electric Keewatin Memorial Arena Roof	18,440	3,811	18,897	3,355
Downtown Rehabilitation - Roads	152,987	110,645	157,781	105,851
Tanker Truck	12,713	13,130	13,094	12,748
Railway St 3	8,203	8,472	8,449	8,226
Boat Launch	22,106	22,831	22,770	22,168
Railway St 4	-	-	26,640	27,514
Tax Supported Debt	**863,638**	**210,508**	**827,223**	**218,858**
Downtown Rehabilitation - Sewer and Water	39,902	28,858	41,153	27,608
Generator - Sewer and Water	76,444	20,393	78,738	18,100
North Hamilton Lift Station			**7,245**	**22,090**
Utilities Debt	**116,346**	**49,251**	**127,136**	**67,798**
Total City Debt	**979,984**	**259,759**	**954,359**	**286,656**

Total 2026 Annual Payment - $1,241,015

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 $13,065,957 and is calculated at 25% of Net Revenues as per the 2023 FIR.

City of Kenora
Schedule of Reserve Funds
2026

	Opening Forecasted Reserve Balance	Transfers To Reserves	Transfers From Reserves	Capital Fund Contribution from Reserves	Closing Reserve Balance 2026
CORPORATE					
Special Purpose	$18,127	$30,000	-	-	$48,127
Fiscal Stabilization (Contingency)	2,467,543	100,000	(428,621)	-	2,138,922
	2,485,670	**130,000**	**(428,621)**	-	**2,187,049**
GENERAL GOVERNMENT					
Special Purpose	328,683	30,000	(80,000)	-	278,683
Fiscal Stabilization	4,837,481	-	-	-	4,837,481
Capital IT	139,820	80,000	-	(100,000)	119,820
Capital Facility	325,752	104,847	-	(90,000)	340,599
	5,631,736	**214,847**	**(80,000)**	**(190,000)**	**5,576,583**
PROTECTION					
Capital Fire	**1,070,279**	**120,310**	-	**(784,000)**	**406,589**
INFRASTRUCTURE & OPERATIONS					
Special Purpose	965,307	150,000	(140,000)	-	975,307
Capital Roads	292,936	16,000	(20,000)	(225,000)	63,936
Capital Parking	1,115,152	190,000	(20,000)	-	1,285,152
Capital Fleet	790,057	689,785	-	(793,250)	686,592
Capital Facility	49,482	25,000	-	-	74,482
	3,212,934	**1,070,785**	**(180,000)**	**(1,018,250)**	**3,085,469**
HEALTH SERVICES					
Capital Cemetery	**176,588**	**-**	**-**	**-**	**176,588**
RECREATION & CULTURAL					
Capital Parking	66,272	-	-	-	66,272
Special Purpose Museum	359,485	37,500	-	-	396,985
Special Purpose Library	142,289	37,500	-	(50,000)	129,789
Capital Facility	913,641	311,000	-	(181,279)	1,043,362
Special Purpose Arts Centre	50,828	37,500	-	(30,000)	58,328
	1,532,515	**423,500**	**-**	**(261,279)**	**1,694,736**
PLANNING & DEVELOPMENT					
Special Purpose	2,779,991	-	-	-	2,779,991
Capital Facility	795,935	-	(20,000)	-	775,935
	3,575,925	**-**	**(20,000)**	**-**	**3,555,925**
OPERATING RESERVES	**17,685,647**	**1,959,442**	**(708,621)**	**(2,253,529)**	**16,682,939**
WATER AND WASTEWATER					
Water and Wastewater Reserve	**(58,492)**	**4,329,515**	**-**	**(4,532,300)**	**(261,277)**
SOLID WASTE					
Solid Waste Reserve	**2,453,488**	**257,539**	**-**	**(400,000)**	**2,311,027**
UTILITY RESERVES	**2,394,996**	**4,587,054**	**-**	**(4,932,300)**	**2,049,750**
TOTAL RESERVE BALANCE	**20,080,643**	**6,546,496**	**(708,621)**	**(7,185,829)**	**18,732,689**

Glossary of Municipal Terms

This glossary explains common terms used in Ontario municipal budgets, financial plans and public reports.

Accrual Basis of Accounting

Records revenues when earned and expenses when incurred, regardless of when cash is received or paid.

Amortization

The systematic allocation of a capital asset's cost over its estimated useful life.

Annual Repayment Limit (ARL)

The provincially calculated limit on annual municipal debt and other long-term financial obligations without additional approval.

Assessment Growth

The increase in the property assessment base from new construction, additions, changes in use and other eligible property changes.

Assessment Value

The value assigned to a property by the Municipal Property Assessment Corporation (MPAC) for property tax purposes.

Asset Management

The coordinated planning, operation, maintenance, renewal and disposal of municipal assets to provide reliable services at an acceptable cost and level of risk.

Balanced Budget

A budget in which estimated revenues and financing sources equal estimated expenditures and financing requirements.

Base Budget

The ongoing funding required to maintain existing programs and service levels before new initiatives or service changes.

Budget

A financial plan that estimates revenues, expenditures and financing for a defined period and allocates resources to municipal priorities and services.

Budget Variance

The difference between a budgeted amount and the actual or forecast amount.

By-law

A law passed by municipal council under authority granted by provincial legislation.

By-law Enforcement Officer

A municipal officer responsible for administering and enforcing municipal by-laws and related regulations.

Capital Asset

A tangible asset providing municipal services over more than one year, such as a road, bridge, building, vehicle or treatment facility.

Capital Budget

The financial plan for acquiring, constructing, rehabilitating or replacing long-term municipal assets.

Capital Expenditure

Spending to acquire, construct, improve or extend the useful life of a capital asset.

Capital Forecast

A multi-year projection of planned capital projects, estimated costs, timing and funding sources.

Capital Project

A planned investment to acquire, construct, rehabilitate or replace a municipal asset.

Contingency

Funding set aside within a budget for unforeseen costs or uncertain requirements.

Council

The elected governing body of the municipality, consisting of the head of council and councillors.

Debenture

A formal long-term debt instrument used to borrow funds, generally for capital purposes, with principal and interest repaid over a specified term.

Debt Financing

Long-term borrowing used to fund eligible capital costs after grants, reserves and other financing sources are considered.

Debt Servicing

The principal and interest payments required to repay outstanding debt.

Development Charges

Fees imposed on new development under the Development Charges Act, 1997 to help fund growth-related capital infrastructure and services.

Development Permit

An approval authorizing a specified development or land use, subject to applicable municipal planning requirements.

Fees and Charges

Revenue collected from users for municipal programs, services, permits, facilities or other activities.

Fiscal Year

The 12-month period used for budgeting and financial reporting. Ontario municipalities generally use the calendar year.

Full-Time Equivalent (FTE)

A standard measure converting full-time, part-time, seasonal and temporary staffing hours into equivalent full-time positions.

Grant

Funding provided by another level of government or organization for a specified program, service or project.

Infrastructure

The systems and physical assets used to deliver municipal services, including roads, bridges, facilities, stormwater, water and wastewater networks.

Long-Term Financial Plan

A multi-year plan integrating operating requirements, capital needs, reserves, debt, revenues and affordability considerations.

Municipal Act, 2001

The principal Ontario legislation establishing many of the powers, duties and governance requirements of municipalities.

Municipal Property Assessment Corporation (MPAC)

The Ontario organization responsible for assessing and classifying properties for municipal property tax purposes.

Net Tax Levy

The amount raised from property taxation after other revenues, transfers and financing sources are applied.

Operating Budget

The annual plan for day-to-day municipal services, including staffing, materials, utilities, contracts, program costs and recurring revenues.

Operating Expense

A recurring cost incurred to deliver municipal services and administer municipal operations.

Operating Revenue

Income supporting ongoing municipal operations, including taxation, user fees, service charges, investment income and operating grants.

Own-Source Revenue

Revenue generated by the municipality, such as property taxes, fees, permits and investment income, rather than external transfers.

Property Tax

A tax calculated using a property's assessed value, tax class and applicable municipal and education tax rates.

Rate-Supported Budget

A budget funded primarily through user rates or service charges rather than the general property tax levy, such as water and wastewater.

Reserve

Funds set aside by council for a future need, financial stabilization or a defined municipal purpose.

Reserve Fund

Funds set aside for a specific purpose, often under legislation or a municipal by-law, and accounted for separately from general operations.

Revenue

Income used to finance municipal services, programs, capital projects and other obligations.

Service Level

The type, quality, quantity, reliability and standard of service the municipality intends to provide.

Tangible Capital Asset (TCA)

A physical non-financial asset held for municipal use, with a useful life beyond one year, recorded under public-sector accounting standards.

Tax Levy

The total property tax revenue required to fund the net cost of tax-supported services.

Tax Rate

The rate applied to assessed value to calculate municipal property taxes, subject to the applicable property class and tax rules.

Tax-Supported Budget

The portion of the municipal budget funded in whole or in part through property taxation.

User Fee

A charge paid by a person or organization that directly uses a municipal service, program or facility.

Utility

A municipal service, such as water or wastewater, commonly funded through dedicated user rates and related reserves.

Variance

The difference between an approved budget and the actual or forecast financial result.

Zoning

The regulation of land use, building location, size and related development standards through a municipal zoning by-law.

Reference Note

Definitions are written in plain language for public communication and draw on terminology commonly used in Ontario municipal budget documents and provincial municipal finance guidance. Legislation and approved City policies should be consulted where a legal or technical interpretation is required.