

SCHEDULE F – PROJECT COMPLETION REPORT TEMPLATE

VERY IMPORTANT:

Timing: You need to email a report, to your GMF project officer (contact info is in Schedule C), on the dates indicated in Schedule C or whenever FCM asks for such a report.

Copyright: Before you submit a report to FCM, make sure you hold the copyright for the report. If you're hiring a consultant to prepare the report, please make sure to get the copyright (see FCM's copyright tips document), or else FCM will not be able to disburse the Grant Amount.

Accessibility for people with disabilities: Please do not change the format, font, layout, etc. of this report. This template has been specially designed, following FCM's Accessibility Guidelines, in order to be accessible to people with disabilities.

Confidentiality: If your report contains any Confidential Information that you would prefer not be made available to the public (e.g. through a case study or other materials produced by FCM that relate to your Project), please submit two versions of the report:

- 1. Complete report including Confidential Information:** Please clearly label this report with the word "**Confidential**" or similar wording and FCM will treat it as confidential.
- 2. Abridged report excluding Confidential Information:** This report may be posted on the FCM website and otherwise made available to interested third parties, to help FCM meet its knowledge sharing objectives.

Please contact your project officer to receive an electronic copy of the Completion Report Template.

Upon completion of the project, a copy of the Final Deliverable must be submitted along with this Completion Report.

FCM will post your report on the [Green Municipal Fund™ \(GMF\) website](#). This is because one of FCM's mandates is to help municipal governments share their knowledge and expertise regarding municipal environmental projects, plans and studies.

How to complete the Completion Report

The purpose of the Completion Report is to share the story of your community's experience in undertaking your project with others seeking to address similar issues in their own communities.

Please write the report in plain language that can be understood by people who are not specialists on the subject. A Completion Report is typically in the range of 5–10 pages, but may be longer or shorter, depending on the complexity of the project.

GMF grant recipients must enclose **final** copies of the Completion Report and the Final Deliverable with their final Request for Contribution. The reports, including all attachments and appendices, must be submitted in PDF format with searchable text functionality. Reports that are not clearly identifiable as final reports, such as those displaying headers, footers, titles or watermarks containing terms like "draft" or "for internal use only," will not be accepted by GMF. Additionally, reports must be dated. If you have questions about completing this report, please consult GMF staff.

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|---|----------------|
| GMF number: | 16832 |
| Name of the Recipient: | City of Kenora |
| Phone, fax, e-mail, and address of lead contact: | 8074672192 |
| Date of the Report: | May 2, 2022 |

1. Summary of the Initiative

- a) Please briefly describe the Plan that was prepared as part of this planning exercise.

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

- b) What was the objective in preparing the Plan (i.e., what was the Recipient trying to achieve, and why)?

Kenora's first Sustainability Action Plan is intended as providing overarching guidance for a suite of projects that build local resilience to climate change in ways that help advance reconciliation and grow the green economy.

- c) If the lead applicant is not a municipality, please briefly explain why the lead applicant undertook this Initiative.

N/A

- d) Please summarize the activities completed as part of this Initiative, as per Schedule A. Note: Your summary should build on the information you included in your previous Progress report(s). Please ensure to briefly (four to five sentences) explain how the Plan was prepared—that is, what was the approach (or methodology) that was taken to meet the community's objectives. If applicable, please describe any public consultation process that was used in developing the Plan (e.g. describe items such as how stakeholders were identified and engaged in the preparation of the Plan; the visioning process that was used; any community surveying techniques that were used and so forth).

The project involved the following steps:

- **Detailed background review of relevant City documents and existing plans**
- **Preparation of a communications & robust engagement plan**
- **Establishment of an Advisory Committee Working group with local stakeholders with the responsibility to determine a minimum of 10 projects to take immediate action on, and that can create sustained investment by the City and community over the long-term**
- **Delivery of a minimum of three community engagement sessions**
- **Delivery of a minimum of three Advisory Committee Working group workshops**
- **Preparation of a "Best Practice" Document that links to the context of Kenora**
- **Preparation of Strategy Framework for each climate action project (min. 10)**
- **Preparation of an Implementation/Monitoring Plan**
- **Delivery of draft plan with summary graphics and work plans to include estimate project costs, partnership opportunities, and timelines.**

The public consultation involved engagement during all three phases with the third phase being principally focused on workshops amongst staff and stakeholders identified. These stakeholders were identified by staff in conjunction with the Sustainability Advisory Committee. Beyond virtual meetings, the project involved multiple surveys and an art contest to spur engagement.

- e) Were there any significant changes to the scope or costs of the Project as described in the Agreement or in a previously submitted Project Progress Report (if applicable)? If so, please briefly explain why.

As per the submitted expense claim, the approach did change based on the proposal by the consultant selected for the project.

- f) How much did the preparation of the Plan cost, and how was it paid for?

\$88,820 including HST. This was paid through an appropriation from City reserves and a grant from FCM.

- g) Roughly how long (in months) did it take to prepare the Plan?

30 months

- h) How is the Plan related to existing plans, practices, guidelines or policies within the municipality, and how does it contribute to achieving the municipality's sustainability goals?

The Plan is specifically cited in the City's 2022 – 2027 Strategic Plan.

2. Community Context

- a) Please provide a brief (five to six sentences) profile of the community that is the object of this Plan, including population, geographic area, demographics, and general economic conditions.

Kenora is located in Northwestern Ontario with a population of just under 15,000 year-round residents, with approximately 25% of the population identifying as Indigenous. It is situated within Treaty #3 Lands and is surrounded by 28 First Nations communities. It has an economy driven by tourism, public sector employment and manufacturing. Kenora faces some local challenges including the volatility in the forestry sector, shortage of affordable housing and potential threats to the local natural environment from unsustainable uses and from climate change

- b) Briefly (two to three sentences) indicate the size and structure of the municipal government, and the approximate number of full-time municipal employees.

The City of Kenora is a single-tier municipality with approximately 250 staff.

3. The team: Who Was Involved?

- a) Briefly (four to five sentences) indicate who was involved in developing this Plan, and their affiliations. Include both municipal staff and officials who managed the preparation of the Plan, and any consultants who worked on the Plan.

Adam Smith, Director of Development Services and Kylie Hissa, Strategic Initiatives Officer were the City project leads. The City retained Kennedy Consulting as the firm to prepare the Plan. The two leads from the consultant firm were Amanda Kennedy and Margot Ursic.

- b) Was there a Project champion who was instrumental to the completion of the Plan? If so, please include his or her name, title and contact information, and describe his or her role in the preparation of the Plan.

Kylie Hissa, Strategic Initiatives Officer was the project champion. She is no longer employed by the City of Kenora.

4. Environmental, Economic and Social Benefits of the Initiative

For the questions in this section: If the answer to the question is clearly outlined in the Plan itself, it is sufficient to indicate the section and page number(s) of the Plan on which the information can be found.

a) What environmental goals/objectives and targets were established in the Plan?

- **Build on the existing Community Energy Plan (CEP) to create an emissions reduction plan for Kenora, including targets and accountability mechanisms.**
- **Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.**
- **Implement and promote demonstration projects to showcase delivery of renewable energy in Kenora.**
- **Incorporate green infrastructure into the City's asset management process, including an inventory and valuation of municipal natural assets.**
- **Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.**
- **Implement a local household composting initiative.**
- **Develop and implement a community composting program that includes institutional and / or commercial partners.**
- **Develop and implement a program for the local salvage, re-use and exchange of housing and building materials.**
- **Identify, monitor and manage flood risk areas in the City of Kenora, building on work done outside the City by local Treaty Partners.**
- **Develop and implement a Healthy Shorelines Program.**

b) What social goals/objectives and targets were established in the Plan?

- **Build relationships with Anishinaabe and other Treaty Partners through a joint program focused on local water security.**
- **Provide water bottle filling stations for the community in Kenora's downtown.**
- **Expand local micro-farming, food collection and community gardening.**
- **Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.**

c) What economic goals/objectives and targets were established in the Plan? Please include any anticipated financial savings resulting from operational efficiencies included in the Plan.

- **Evaluate the potential to develop a program to facilitate energy conservation retrofits for existing and new buildings.**
- **Undertake a storm water funding feasibility study.**
- **Research and evaluate alternatives for public transportation that meet the needs of the public, are environmentally friendly and are cost-effective.**

5. Outcomes and Next Steps

a) How will your community be using the Plan (i.e., what happens now that the Plan is finished)?

The Plan will be overseen by the Sustainability Advisory Committee. Implementation will be carried out by a combination of City staff and other community agencies as identified in the Plan.

- b) How will the Plan be implemented?

The Plan will be implemented through partnerships with staff, the SAC and community agencies. Action items in which the City has direct control over will be considered as part of future budgets.

- c) Do you anticipate any changes to municipal operations, policies or programmes as a result of having prepared this Plan? If so, please describe these changes.

Yes, the Plan calls for new ways of supporting waste diversion, financing stormwater infrastructure, review of the City's public transit model and energy conservation measures.

6. Lessons Learned and Knowledge Sharing

In answering the questions in this section, please consider all aspects of the preparation of the Plan—from the initial planning through each of the essential tasks until the Plan was completed.

- a) If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you do *differently* (based on your experience with the preparation of this Plan), and why?

Seek to engage indigenous communities at the onset of the project rather than during the preparation of the Plan. Doing so may have supported deeper engagement amongst the communities.

- b) If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you want to do *in the same way* (based on your experience with the preparation of this Plan), and why?

Include the creation of a new committee to oversee the Plan within the scope of the project. Doing so supports buy-in amongst the committee and activates the group as a collective champion for the project in the community.

- c) What barriers/challenges (if any) did your municipality encounter in undertaking the preparation of this Plan, and how were they overcome?

The project lead left the municipality prior to the Plan being completed which impacted the timeline for completion. The Director of Development Services acted as the alternate project lead and was involved throughout the process to ensure the Plan can still be completed and within the parameters of the FCM funding approval.

- d) Aside from the Final Plan, has your work resulted in anything else that could be of use to another municipality (for example, a new policy for sustainable community development, a series of model by-laws, the design of a new operating practice, a public consultation manual, check-lists, a measurement tool to assess progress in moving towards greater sustainability, etc.)? If so, please describe the item(s) briefly here, and include a copy of the item(s) when submitting this report, so that it can be shared with other communities.

Resulted in a timely review of the Environmental Advisory Committee which was reformed as the Sustainability Action Committee with a new terms of reference and membership.

- e) Would you like to showcase your Plan through an FCM webinar or workshop?

Yes

7. Publicity and Outreach

- a) Has the Initiative received any recognition, media coverage, or notable public support? If so, please describe briefly (three to four sentences).

Yes. Upon the Plan proceeding to Council for approval there was media attention around the Plan including the Mayor describing the potential impact of the document on climate change.

- b) Is there a website where more information about the Initiative can be found? If so, please provide the web address with links to the relevant section.

<https://www.kenora.ca/en/your-government/sustainabilityactionplan.aspx>

8. Contacts

- a) Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.

Heather Pihulak, Director of Corporate Services/City Clerk, 807-467-2295, hpihulak@kenora.ca

- b) In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.

hpihulak@kenora.ca

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