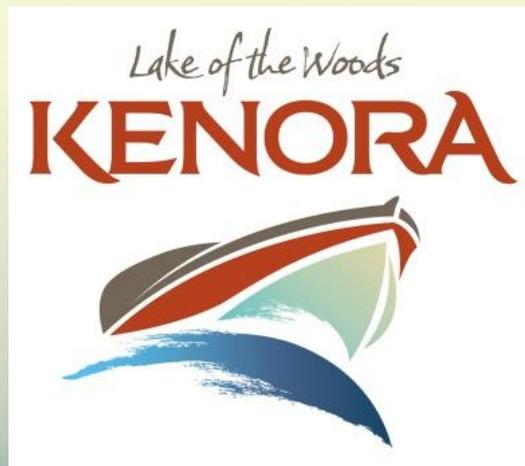


2015 Progress Report

City of Kenora Strategic Plan: 2015 to 2020



"Our Vision is 20/20 – Getting There Together"

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Introduction

As part of the implementation of the City's Strategic Plan – Kenora, Our Vision is 20/20, the CAO, together with senior staff are responsible for reporting progress back to City Council following the end of each year throughout 2015-2020.

This document reports on key achievements as identified by City Staff in delivering on the goals and actions under the Strategic Plan for 2015.

As a living document, it is important to track annual progress in order to adjust priorities and targets. The comments provided reflect deliverables by both the departments and arms-length agencies governed by the City of Kenora. They include information on the various projects completed in 2015 as well as discussions on new developments that emerged in the previous year.

This report not only serves as an important communication tool, but also as a means to determine resource allocation and next steps for 2016.

Our Vision

Kenora is a City of choice, renowned as a sustainable, lifestyle community supported by a Municipality committed to excellence

Our Mission

To deliver quality, cost-effective Municipal services

Develop Our Economy

1-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district

Kenora Council, the Lake of the Woods Development Commission (LOWDC) and City staff all continue to strive to provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district.

It is recognized that this is more of a guiding principle than a specific action. Future consideration will be given in any review of the strategic plan to shifting this out of actions and into a separate “guiding principle” section of the strategic plan.

1-2 The City will forge strong, dynamic working relationships with the Kenora business community

This too is more of a guiding principle than a specific action, and again future consideration will be given in any review of the strategic plan to shifting this out of actions into a separate “guiding principle” section of the strategic plan.

The City, the LOWDC and the Northwest Business Centre (NWBC) continue to realize the benefits from strong partnerships with the Harbourtown BIZ, Lake of the Woods Business Incentive Corporation (LOWBIC), the Kenora & District Chamber of Commerce (Chamber) and the Kenora Hospitality Alliance (KHA).

Staff continue to work with individual businesses to provide assistance and access funding for business expansions. In particular, the LOWDC has been working with three local businesses on new business

projects and/or business expansions, particularly in the food manufacturing sector and awaiting final funding approval to complete a Manufacturing Sector Profile in early 2016.

The NWBC recently partnered with the Chamber and LOWBIC to deliver a workshop titled: Building Cooperation for Better Teams. Twenty-four attendees from local small businesses attended the workshop and made a connection with the NWBC. On October 22, the NWBC partnered with 13 business organizations (BDC, Chamber, BDO, MNP, insurance organizations, BIZ, etc.) to host a Small Business Week celebration event and over 60 guests attended the event.

The NWBC and economic development staff meet monthly with LOWBIC, the Chamber and Harbourtown Biz to discuss business needs in the community and turn the needs into projects and resources (including: The Employee Handbook, How Was Your Summer Business Survey and the Small Business Welcomes we host as a group).

The City's Fire & Emergency Services Department continues to work with local businesses through their fire inspection and safety program. The department is currently looking into training to enhance efforts.

The Kenora Recreation Centre has supported and hosted the Kenora Swimming Sharks NWO Open Swim Meet in April and the Fall Invitational Swim Meet in November. Teams from all over Ontario and Manitoba come and participate in this event. Kenora businesses have sponsored free swims and skates at the facility (Royal LePage, RBC, Kenora Anishinaabe-kweg Aboriginal Head Start Program, Firefly, Triple P.L.A.Y and the Rotary club). The Centre has also partnered up with the Northwestern Health Unit to hold a Fitness for Breath program (COPD program). Finally, many organizations continue to offer corporate memberships for their employees and hotels will purchase passes to supply to their guests to use the facility.

1-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.

The NWBC operates and delivers a program called Starter Company. Since July of 2014, the program has received 55 applications and 25 of those are from youth in Kenora. Two out of 10 of the grants awarded

have been to Kenora youth. Five more youth, who did not fit the grant criteria have been working with the program coordinator to help start their businesses. In 2015, the Summer Company program had one student from Kenora participate, purchase a Kenora business licence and run his business over the summer.

Other successes include the partnership with Green Adventures for construction of the Anicinabe Park Stage, the development of the Keewatin Community Improvement Program (CIP) together with the ongoing success of the Harbourn Centre CIP, as well as ongoing business and zoning files, building permits and licensing.

1-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.

The LOWDC, together with City staff, continue to work with external investors on key identified sectors – tourism, health care, manufacturing, education & training, housing, value added forestry and small and medium sized businesses.

1-5 The City will lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, First Nations, provincial & federal governments.

The Mining Sector Profile has been completed and distributed. The City participates in a regional mining services working group, as well as is currently working with Avalon.

1-6 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, First Nations, provincial & federal governments

The City continues to work with industry and business partners to support growth and development of the sector. It is participating on the FP Innovations Provincial Advisory Committee to support innovation in the sector. The LOWDC has been working with the Kenora Labour Market Partners in education and training and employment services so that Kenora's local labour market is ready for the new job opportunities emerging from the re-opening of Kenora Forest Products.

1-7 The City will consider land assembly for the purpose of developing business parks intended to clear the way for new industrial development.

The City continues to work with industry and business partners to support growth and development of the sector. It is participating on the FP Innovations Provincial Advisory Committee to support innovation in the sector. The LOWDC has been working with the Kenora Labour Market Partners in education and training and employment services so that Kenora's local labour market is ready for the new job opportunities emerging from the re-opening of Kenora Forest Products.

1-8 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.

While some communications may occur with individual businesses during ongoing business development, there has been no active communications / education program put in place at this time.

1-9 The City will promote Kenora as a 365-day lifestyle destination.

It is noted that Kenora has the assets and infrastructure to be a 365 day lifestyle destination and needs a marketing project to promote Kenora in that way. The Tourism department continues to actively promote Kenora during the shoulder and winter months. The established Winter Bites campaign is a good example of generating enthusiasm and promoting our local businesses during the off season. The potential Casino development may also provide an additional year round attraction to bring people to Kenora.

The LOWDC is engaged in a number of initiatives including working with Kenora EATS restaurants to promote great local dining options by publishing the Kenora EATS brochure, collaborating with Confederation College and the Northwestern Ontario Innovation Centre on a Culinary Tourism and Entrepreneurial Workshop as well as working with the Kenora Arts Project (KAP) to increase the profile of local arts and cultural events and opportunities.

1-10 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.

The Kenora Recreation Centre continues to grow as popular venue for local and regional events. In 2015, the facility hosted:

- L.O.W. Girls Minor Hockey (Rep Tournament, Atom/Peewee/Bantam)Travelers Provincial Curling Championship
- Lake of the Woods Girls Hockey Annual Banquet
- Lake of the Woods Minor Hockey Association Annual Banquet
- Sunset Regional Inner Club Figure Skating Competition
- North American First Nations Tournament
- Kenora District Chamber of Commerce Home and Leisure show
- OPP Bike Rodeo
- Kenora Agricultural Society – Agricultural Fair
- All Breed Championship Dog Show
- Safegrad
- Jays Care/Right to Play

The Tourism Committee and City staff have been active through a number of campaigns, including the 'Take a Hike' and 'Great Boating is Just the Beginning' campaigns. The LOWDC completed its 'Great Boating is Just the Beginning' advertising campaign which was the most successful and furthest reaching campaign conducted in 5 years. By targeting audiences in Winnipeg, Southern Manitoba, Grand Forks ND, and Fargo ND, the campaign generated 19,986 visitors to the Stayinkenora.com website. In the fall, the 'Take a Hike' advertising campaign in Winnipeg created significantly more traffic on the website than the 2014 fall

campaign. By working with the local trails committee and City of Kenora GIS department to develop an excellent story map tool, the trail product offering was greatly enhanced.

The City continues to leverage its assets including the use of the Whitecap Pavilion to host growing events such as the Matiowski Markets and developing the Tunnel Island Common Ground project as well as the Model Shoreline and Discovery Forest at the Discovery Centre.



1-11 The City will support Kenora’s “North America’s Premier Boating Destination” Brand.

In 2015, Kenora and Lake of the Woods were declared a top 11 boating destination by Boatsmart Canada. To help advance the new brand, boat launches and parking areas have been mapped and a Canoe Routes guide is underway. The Coney Island dock rehabilitation project and installation of water & sewer services in relation to the Tall Pines Marina development will ensure Kenora has the infrastructure to benefit the brand.

The City has worked on collaborating with public and private partners to achieve this goal by establishing a partnership to provide parking space at the Kenora Recreation Centre to local business creating additional docking space. Also, the Harbour Safety Committee worked with Transport Canada to deliver public education sessions in regards to safe boating, related rules and regulations and discussing requests for speed restrictions. Safety will be further improved by the recent creation of a Boaters Code and new signage that will address issues related to signage for Vehicle Operation Restriction Regulations (VORR), and ongoing communications with the public.

Brand dollars have been included in the City’s budget, and allocated to the LOWDC to work in tandem with their Tourism Committee. The Lake of the Woods historical documentary is underway in partnership with other groups including the Township of Sioux Narrows Nestor Falls.

The City continues to work with private sector business projects which reinforce the Brand.

1-12 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination.

Strengthen Our Foundations

2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.

The municipal paving program identifies, prioritizes and rehabilitates areas that are compromised and in need of either repair or replacement. When there are multiple areas in need, the worst sections receive rehabilitation and remain on the list for more comprehensive work in the future.

In order to address issues with the aging water and sewer infrastructure, net revenues from the Water & Sewer Operations must be built-up to accommodate future and immediate repair works. A long range financial plan has been developed and presented to Council for approval. This plan includes a strategy related to ongoing rate increases to address contributions needed. Components within the utility are being reviewed for potential savings to achieve this goal. Water tank truck delivery rates have increased approximately 67% since 2012 to better reflect the actual cost for the service.

Partnerships are key to ensuring the stability of systems and the Fire & Emergency Services Department consults with municipal departments on fire hydrant retro fits, replacements and specifications.

The City continues to lobby for funding on the inclusion of upgrades to the system e.g. Downtown Revitalization (DTR) funding covered upgrades to below grade infrastructure in the Downtown core. The City has been steadily increasing the tax levy by a modest amount (.5% in 2015) for the purpose of allocating the incremental funds towards roads and bridges to help address the underspending in this area. To maximize the effectiveness of the available resources a number of operational procedures are in place. A life cycle rotation for fleet and equipment ensures these items continue to be funded through the related equipment reserves. This helps smooth expenditures for tax purposes so that there are no related spikes

borne by the taxpayer. All City staff are required to perform circle checks on equipment, and ongoing fleet maintenance for City vehicles and equipment. Daily and weekly inspections occur on a variety of City facilities, including the recreation centres and the fire and emergency services facilities to ensure buildings are clean and in good repair.

On-going improvements and upgrades to a variety of municipal infrastructure are included in the five year plan requests for Council consideration, although it is recognized that there are only restricted dollars available in comparison with the ongoing need. That being said, the City completed the rehabilitation of the Keewatin Memorial Arena (KMA) in 2015.



2-2 The City will keep in the forefront that there is a significant infrastructure deficit, and current and future Councils will need to continue to work towards allocating sufficient resources to be able to adequately address this issue.

The Asset Management Plan (AMP) was reviewed in April 2015. This plan includes information on the City's infrastructure deficit. In addition, the Long Range Financial Plan (LRFP) for the City's Water & Sewer system was updated in 2015. Both plans were presented to Council for approval.

Council was made aware of their responsibility with regards to the municipal drinking water system as part of the new Council orientation. This and recent issues during harsh winters, has heightened the need to build reserve funds for upgrading the aged water and sewer system.

The City's infrastructure deficit is addressed with Council not only when the AMP and LRFP's are brought forward, but also annually in conjunction with the City's budget process. Each year, Council must make decisions in relation to allocating sufficient funds towards municipal infrastructure and the cost to the taxpayer / ratepayer.

2-3 The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.

The Fire & Emergency Services Department is continually looking to improve response time for emergencies. This includes researching new technology to improve response times, such as iPads or laptops with GIS (mapping) applications. The department is currently testing FireQ cellular notification systems to improve fire fighter notification and responses. The department is also researching external emergency notification systems, for example the Everbridge Notification System, which could be utilized by all City departments as well as other community partners.

2-4 The City will act as the catalyst for continuous improvements to the public realm.

The City continues to seek available funding for infrastructure improvements, as well as identify and develop shovel ready projects to ensure we are identifying continuous improvements to public infrastructure, while helping to ensure the City is positioned to take full advantage of new funding programs. Recent examples include Downtown Revitalization and the rehabilitation of the Winnipeg River West Branch Bridge.

The Fire & Emergency Services Department is looking to improve our fire safety programs through education and public awareness. Annual Safety Night provided demonstrations and prevention information with approximately 25 fire fighters attending. Approximately 300 people attended the fire prevention week open house and Bering fire safety information and demonstrations.

The Keewatin CIP will serve as an economic framework to enhance the designated central neighbourhood and downtown area, in the former municipality of Keewatin.

2-5 The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond.

The City continues to participate in the Housing Pillar of the Kenora Substance Abuse and Mental Health (KSAMH) Task Force, including keeping the importance of the partnership with the Kenora District Services Board (KDSB) at the forefront.

2-6 The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing.

Alongside on-going discussions with private sector developers, the City's newly released Keewatin CIP will provide incentives for housing units. The City has also accessed a grant together with the Kenora Age-Friendly Committee to host a Seniors Housing Forum.

The LOWDC had a June site visit with an investor considering Kenora as a location for an assisted living facility and are in discussions with a couple of developers about smaller housing projects which would address Kenora's need for affordable housing.



2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision

The City's Planning department has done a review of all vacant lands within the City. In addition, that department has initiated a review of all City held properties to determine future opportunities. This project will be transferred to the City Parks & Facilities Department in 2016 for completion.

2-8 The City will, in partnership with its First Nations partners, continue to advance the Tunnel Island 'Common Ground' project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people.

Excess fill from a municipal project was used to create an expanded parking area for people accessing the Tunnel Island trails. The City has worked with its Tunnel Island Common Ground partners to develop a proposed governance structure.

2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life.

The City has developed an Events Centre Committee and it is currently working on developing a business plan for Council consideration on next steps for an Events Centre and twinning project for the Kenora Recreation Centre. This will follow the resurfacing of the tennis courts at the Recreation Centre which was a direct result of community partnerships. The completion of rehabilitation work on the Keewatin Memorial Arena will allow the facility to continue to offer quality recreational activities.

The accessible lift at Kenora Recreation Centre's arena received TSSA approval ensuring customers can enjoy barrier-free amenities. Moving forward, facility staff will continue to seek daily improvements to keep up with the high demand on amenities.

2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.

The City is currently updating the Beaches, Parks & Trails Concept Plan to include Norman Park, Keewatin Beach as well as the Kenora Urban Trails. A partnership with Green Adventures to develop a stage at Anicinabe Park has been established and the City has accessed funding for the Coney Island Development dock rehabilitation project.

2-11 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.

The Operations Centre has been retro-fitted and additional office areas leased to MPAC, in addition to the existing space already leased by OPG.

LED conversions to buildings and streetlights are ongoing. The LED streetlight program will have a payback of 3 years from electrical and maintenance savings.

Additional sustainability measures have been taken by Station 1 which continues to use runoff water, through its cistern water collection system, to fill apparatus, maintain grounds and wash vehicles.

2-12 The City will pursue operational procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment.

The City has partnered with LAS and RealTerm Energy to replace all streetlights with LED technology and is in discussions with Hydro One in regards to a retrofit program for doing upgrades to City facilities to reduce energy consumption and maintenance costs. The switchover to LED lighting has already commenced at Station 1 for exterior lights. Station 1 has also been using run-off water to perform vehicle and grounds maintenance which will further reduce energy consumption.

2-13 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

Operations have upgraded the UV system at the Sewage Treatment Plant to ensure water released into the Winnipeg River met Provincial and Federal standards. Meanwhile, the Solid Waste Department has received C of A approval for composting and for on-site collection and containing household hazardous waste. This will keep the materials out of the waste stream, Kenora Area Landfill and natural surroundings.

The effective monitoring of Kenora’s natural environment is further exemplified by the on-going water quality testing at Black Sturgeon Lake. Stewardship also extends to public outreach with the Model Shoreline project at the Discovery Centre helping prevent harmful contaminants from entering Kenora’s lakes and rivers.

Other City departments such as the Fire & Emergency Services Department has a recycle program for batteries, smoke alarms and on site refuge.

2-14 The City will be an active and vocal champion for fair funding from provincial and federal governments, including gas tax and other transfer allocations. Priority will be given to initiatives that directly address the infrastructure and community development challenges of the City.

On-going lobbying to the Province in relation to infrastructure funding issues, with particular focus on Kenora’s bridges. Meetings held with the Province on this issue during both the Association of Municipalities of Ontario (AMO) and the Ontario Good Roads Association (OGRA) conferences. This included discussion of the less-than-fair manner of calculating funding under the Province’s new infrastructure annual allocation to municipalities. As a result of the formulas for determining eligibility for funding allocations under certain provincial programs, the City refined the historical cost of roads in our accounting records. A package was created and presented at the Provincial Roundtable on Infrastructure which should lead to increased funding from the Province.

The City's Treasurer participated in "Big Issues for Small Municipalities" which may have contributed to the provincial government ensuring that PLT reform is part of the 2015 budget. In addition, City staff participated on the PLT Reform working group and the Ontario Municipal Partnership Fund (OMPF) working group, together with the farming sub-committee of this group.

Kenora participated in the development of an information video on the Federal Gas Tax Funding in conjunction with AMO and Redbrick Communications on the Winnipeg River West Branch Bridge and the benefits of the Federal Gas Tax as administered by AMO.

In December, the LOWDC board met with MP Bob Nault. The government emphasized its commitment to economic development and there are strong synergies with the LOWDC 2016 agenda and key economic infrastructure projects for Kenora such as the twinning of the highway, All Nations Hospital, Kenora Airport Redevelopment, Event Centre and Downtown Revitalization.

Focus On Our People

3-1 The City will undertake a full organizational review to identify service levels and determine specific areas of the organization that are inappropriately or inadequately resourced.

The organizational review has been completed. Implementation of the recommendations is on-going. Council was very involved in the organizational review process and during the early stages of implementation, and has received monthly briefings on the progress related to the organizational review implementation. A separate, detailed report will come forward outlining successes related to the organizational review in 2016.

Following the organizational review, the City also developed and approved a Human Resources Management (HRM) Strategy designed to guide the implementation of the staffing related recommendations. Similar to the City Strategic Plan, administration will provide a separate status report on the implementation of the HRM Strategy in 2016.

3-2 The City will identify and mitigate succession planning issues across the full spectrum of the organization in full anticipation of the imminent retirement of senior staff.

The HR Department is currently working with Clearlogic to develop a succession plan and policy. First draft of chart completed in conjunction with Clearlogic.

While the plan itself remains in development, the organizational review has identified a number of positions designed to help position the City to better address succession planning. These include:

- New Deputy Treasurer position to succession plan for the Treasurer
- New Planning Assistant position to succession plan for the Planner.
- New structure in Community & Development Services, including several new supervisory positions which should help facilitate succession planning.

Issue of succession planning at the Sewage Treatment Plant (STP) was identified. The City has since received notice from one employee that they will be retiring in 2016. Given the length of time required to obtain qualifications for the STP, the replacement has been hired and moved into their new position as of January 2016 to allow that individual to begin work on obtaining their qualifications well before the pending retirement.

The new Fire & Emergency Services Manager was hired to allow a period of time with the former Manager to ensure a more robust orientation and knowledge transfer.

The current Planning Administrator is working to develop the new Planning Assistant. This staffing change was identified as an opportunity to succession plan into the new Planner role.

Recruitment of the new Operations Manager has started, with the intent of bringing in the new Manager well before the current Manager leaves, to again allow for a more robust orientation and knowledge transfer.

Succession planning and interest in staff moving into new positions will form part of the annual performance appraisal process on a forward basis.

Draft 2016 budget includes an allocation for development and training dollars related to succession planning for Council consideration.

3-3 The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public. (This will be delivered to all Staff across the organization.)

A training and development plan will be developed for 2016 for individual staff positions, which will include customer service training for all staff. The customer service training will be provided annually to all staff.

The Operations Centre Administration wing (2nd Floor) recently hired a full-time Customer Service Representative to improve public visits to the operations building, in accordance with the organizational review recommendations.

The Fire & Emergency Services Department is in the forefront of customer service through our prevention, inspection and public education program. Approximately 75 plus programs were delivered within four months. This department currently delivers fire extinguisher trainer (approximately 25 times in a 4 month period), has provided special event safety briefings and numerous fire hall tours. Vulnerable Occupancy training for the long term care home and Lake of the Woods District Hospital has been provided. Other programs delivered include: What's Cooking for Teens, The Arson Prevention Program for children, Older and Wiser, Sparkies ABC's and Alarmed for Life.

City Hall is continuing to encourage other departments to share regular communication with City Hall reception to provide the best customer service we can. A "ReceptionCH" email group was established which communicates information to all front line staff at City Hall. This allows for better communication to the public when various inquiries come to main switchboard.

Increased focus on Provincial Offences & By-law Enforcement staff to ensure that as a municipality we are committed to customer service excellence. When difficult situations arise with customers, staff are reminded to remember our commitment and that we are here to serve our customers. The Legislative Services Department has made a concerted effort to review the existing by-laws and get them updated to allow appropriate enforcement activities to occur.

The Kenora Recreation Centre holds monthly meetings on customer service. This commitment has resulted in 2015 having the highest turnaround of patrons that enter the building daily. Positive comments from customers continue and there remains a complaint process in place to deal with all concerns in a timely and efficient manner.

3-4 The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.

Managers and Supervisors have received training from Clearlogic on a variety of topics intended to help lead an empowered workforce. The majority of City staff have received change management training, either through ClearLogic or Bruce Graham, City Risk Management & Loss Prevention Officer (or through a combined effort of these two parties). The rest of the staff will receive Change Management Training in 2016.

Staff in all City departments are being encouraged to make more operational decisions independently and report to their Supervisors the results of those decisions. It is taking some time but staff are feeling more valued in their work and their independence. There are plans in place to provide ongoing training and development for all City staff in this area in 2016 and beyond.

At the Kenora Recreation Centre, staff have participated in a basic refrigeration course, Fitness for Breath, supervisory training, Certified Pool Operators Certificate, First Aid, Water Safety Instructor Trainer course and Basic Certification course through the Public Services Health and Safety Association.

3-5 The City will foster inter-departmental, cross-organizational communication to avoid duplication.

The organizational review recommendations include the consolidation of various departments to encourage similar functions to work more closely together. These departments have started already, for example, Tourism and Recreation have been sharing equipment through the summer. The structural changes are officially being implemented contingent on the start of the new Managers.

The Senior Managers continue to meet monthly and share information from their various departments and take it back to each of their departments. The City is continuing to encourage interdepartmental teams for projects as appropriate.

The Fire & Emergency Department is working closely with the Water & Sewer Department on upgrades and the standardization of hydrants.

A new cross departmental Communications Team has been established, and they have recommended launching a new digital communications platform across the City for employees. This will allow for all staff to feel involved in all areas of the City. It will also help celebrate successes across the City.

A new Communications Clerk position has been added to the City with this position leading communications for the City, both internal and external. The new communications position will make great improvements to the interdepartmental communications thus improving external communications equally.

3-6 The City will conduct annual staff roundtable workshops to promote interdepartmental idea exchanges, employee engagement and knowledge transfer.

The first roundtable was held with the Roads Department in November 2015. Subsequent roundtables, led through HR, will be cross-departmental and will commence in 2016.

3-7 The City will roll out an annual, confidential employee engagement survey to Staff that will identify and support the resolution of work-place related issues and challenges impacting the health and sustainability of the organization.

The City has arranged for follow up staff surveys to be done by BMA Management Consulting Inc. It was agreed that these would likely be most useful if held for about one year after the implementation of the structure changes in each department. Each department will be done individually to ensure the timing is coordinated with the implementation on a by department basis. HR will be responsible to do ongoing staff engagement surveys after the BMA contract has been completed

3-8 The City will produce and distribute an internal quarterly e-newsletter that documents the activities, successes and staffing changes within the City.

The City has been sending ongoing communications in the pay stubs to keep staff updated on changes to the organizational review, as well as a communication on the roll out of the new digital communications platform. Other information, such as retirements, has also been sent out in this manner.

The Communications Committee is implementing a digital screen system to start rolling out communications. The City will be surveying employees to see if they prefer just the new system or are also still interested in receiving the newsletter in addition to having the screens available. Should staff indicate they would like to see ongoing communications in the pay stubs, there will be a regular newsletter, at least quarterly, sent out commencing in 2016.

3-9 The City will establish protocols for Staff orientation that provide the fundamental tools of customer service and organizational understanding.

The City will be implementing a new Human Resources Information System (HRIS) in 2016. The orientation process will be implemented with the HRIS. The HRM Strategy has identified that this will occur in 2016. May 2016 has been identified as the target date for developing a new onboarding program.

3-10 The City will ensure that employee learning & development opportunities are delivered to all levels of Staff in a prompt and timely manner that enables appropriate career planning and skills development.

City staff are currently being provided with change management training to assist in the transition resulting from the organizational review process. Supervisory staff have also been provided with a number of courses through Clearlogic designed to help them lead an empowered workforce.

After the completion of the new system of Performance Management, training and development will occur on that. Staff will identify individual training plans, in conjunction with the HR Department, through the annual performance appraisal process.

In the Water & Sewer department, there is legislated training and required work experience related to staff certification. HR assists the department with ensuring certification for staff remains current.

The Fire & Emergency Services Department is currently looking at training levels and requirements, together with cost efficient training opportunities through the Ontario Fire College.

The Kenora Recreation Centre was successful in obtaining a 2 year grant through the Ministry of Tourism, Culture and Sport where one of the major components of the funding program is to provide physical literacy within the community. The success of the project has already been met with 7 new students being hired as municipal staff. The facility continues to offer year round employment and opportunities to student staff.

Numerous other ongoing training has been provided over the past year, including Diamond Software Training, Tourism Workshop, Heritage Workshop, Municipal Affairs and Housing Training, Ontario Association of Committees of Adjustment Training, Primer on Planning and Boost Your On-line Presence.

The City has done in house training for any staff that supervise, coordinated through and performed by the HR department. These same staff have also been included in a number of webinars related to supervision and other associated topics.

For new hires or any employee transferring to a new position within the City, HR has updated the offer of employment to include mandatory training hours related to their new position. This has been done to ensure the employee signs off, clearly demonstrating their commitment to ongoing training and development.

3-11 The City will commit to preventing occupational illness and injury in the workplace.

Health & Safety meetings are held monthly in all departments. The Risk Management and Loss Prevention Officer reports that there is a commitment to completing inspections and H&S Meetings. There appears to be increased staff commitment in reporting of near misses, which is seen as positive, and generally an increased level of staff commitment with regards to the importance of health & safety in the City workplace.

3-12 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.

There are a number of examples of staff retiring where time has been built in to allow mentoring and knowledge transfer to the new individual prior to the employee leaving.

These include:

- Fire & Emergency Services Manager
- Planning Assistant
- Operations Manager (planned)
- Sewage Treatment Plant Operator (planned)

Cross training for City Hall customer service has commenced related to the recommendations from the organizational review for staff to perform all positions.

The City has been working to use internal staff wherever possible to help provide coverage in other departments, and help share knowledge and cross train between those departments.

In 2016, part of the new performance management system will be to have staff identify where they may wish to move in the City for future job opportunities, and to develop related training plans. This process will be instrumental in determining future opportunities for ongoing peer-to-peer knowledge transfer.

3-13 The City will continue to build and strengthen our working relations with other neighbouring municipalities and our Treaty 3 First Nations partners. Kenora Council and senior leadership are committed to annual meetings with our First Nations partners to identify issues of common concern and to discuss pathways for closer collaboration.

The Fire & Emergency Services Department currently has two Fire Protection Agreements with area First Nations. The department will be meeting in the near future with these groups to discuss the agreements.

The Kenora Recreation Centre has reached out to the First Nations community to participate in Swim to Survive. The program has been successfully offered to the outdoor education program at Whitedog and Baibombeh Anishinabe School.

The Official Plan process included Metis and three neighbouring First Nations Communities. Staff have met with regional municipalities and First nation communities and organizations. Discussions with regards to the Common Ground Tunnel Island project are ongoing.

The CAO continues to participate on a Regional CAO Group.

3-14 The City will forge stronger relations with neighbouring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and the neighbouring communities.

The Fire & Emergency Services Department attended the Kenora Fire District Mutual Aid Association meeting in Vermillion Bay on October 24th.

The City assisted in the coordination of Kenora Airport Authority Mock Disaster with participation by all area emergency agencies. Attended Emergency Operations Centre meetings for the purposes of the Mock Disaster. Attended meetings with Kenora Central Ambulance and Fire Communications Centre, Kenora District Ambulance, ORNGE helicopters and OPP.

The City's IT department has worked closely with the OPP on the review of surveillance cameras in the City.

Conclusion

Overall, the City of Kenora made good progress in Year 1 of its Strategic Plan implementation. Most priorities that were of 'immediate' concern were addressed in the previous year. However, the vast majority of corporate actions are 'ongoing', meaning they are not anticipated to be fully realized until the conclusion of the Plan in 2020.

Provided below is a snapshot of the progress made in 2015. With a number of projects anticipated in 2016 this report will be updated to reflect their completion.

Legend



Guiding Principle



Completed



In progress



Not Started

Strategic Area #1: Develop Our Economy

Corporate Action	Priority	Status
1-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district.	Ongoing	
1-2 The City will forge strong, dynamic working relationships with the Kenora business community.	Ongoing	
1-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.	Ongoing	

1-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.	Immediate	
1-5 The City will lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, First Nations, provincial & federal governments.	Immediate	
1-6 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, First Nations, provincial & federal governments.	Immediate	
1-7 The City will consider land assembly for the purpose of developing business parks intended to clear the way for new industrial development.	Ongoing	
1-8 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.	Immediate	
1-9 The City will promote Kenora as a 365-day lifestyle destination.	Immediate	
1-10 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.	Immediate	
1-11 The City will support Kenora's "North America's Premier Boating Destination" Brand.	Ongoing	

<p>1-12 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination.</p>	Ongoing	
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Strategic Area #2: Strengthen Our Foundations		
Corporate Action	Priority	Status
<p>2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.</p>	Immediate+ Ongoing	
<p>2-2 The City will keep in the forefront that there is a significant infrastructure deficit, and current and future Councils will need to continue to work towards allocating sufficient resources to be able to adequately address this issue.</p>	Immediate+ Ongoing	
<p>2-3 The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.</p>	Ongoing	
<p>2-4 The City will act as the catalyst for continuous improvements to the public realm.</p>	Ongoing	
<p>2-5 The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond.</p>	Immediate	
<p>2-6 The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing.</p>	Immediate	

<p>2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision.</p>	Ongoing	
<p>2-8 The City will, in partnership with its First Nations partners, continue to advance the Tunnel Island 'Common Ground' project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people.</p>	Ongoing	
<p>2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life</p>	Ongoing	
<p>2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.</p>	Ongoing	
<p>2-11 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.</p>	Ongoing	
<p>2-12 The City will pursue operational procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment.</p>	Ongoing	
<p>2-13 The City will continue to advance our leadership position as "Stewards of the Lake" and "Stewards of the Land" by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.</p>	Ongoing	
<p>2-14 The City will be an active and vocal champion for fair funding from provincial and federal governments, including gas tax and other transfer allocations. Priority will be given to initiatives that directly address the infrastructure and community development challenges of the City.</p>	Ongoing	

Strategic Area #3: Focus On Our People		
Corporate Action	Priority	Status
3-1 The City will undertake a full organizational review to identify service levels and determine specific areas of the organization that are inappropriately or inadequately resourced.	Immediate	
3-2 The City will identify and mitigate succession planning issues across the full spectrum of the organization in full anticipation of the imminent retirement of senior staff.	Immediate	
3-3 The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public. (This will be delivered to all Staff across the organization.)	Immediate	
3-4 The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.	Immediate	
3-5 The City will foster inter-departmental, cross-organizational communication to avoid duplication.	Ongoing	
3-6 The City will conduct annual staff roundtable workshops to promote interdepartmental idea exchanges, employee engagement and knowledge transfer.	Ongoing	
3-7 The City will roll out an annual, confidential employee engagement survey to Staff that will identify and support the resolution of work-place related issues and challenges impacting the health and sustainability of the organization.	Ongoing	

3-8 The City will produce and distribute an internal quarterly e-newsletter that documents the activities, successes and staffing changes within the City.	Immediate	
3-9 The City will establish protocols for Staff orientation that provide the fundamental tools of customer service and organizational understanding.	Ongoing	
3-10 The City will ensure that employee learning & development opportunities are delivered to all levels of Staff in a prompt and timely manner that enables appropriate career planning and skills development.	Ongoing	
3-11 The City will commit to preventing occupational illness and injury in the workplace.	Ongoing	
3-12 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.	Immediate	
3-13 The City will continue to build and strengthen our working relations with other neighbouring municipalities and our Treaty 3 First Nations partners. Kenora Council and senior leadership are committed to annual meetings with our First Nations partners to identify issues of common concern and to discuss pathways for closer collaboration.	Ongoing	
3-14 The City will forge stronger relations with neighbouring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and the neighbouring communities.	Ongoing	