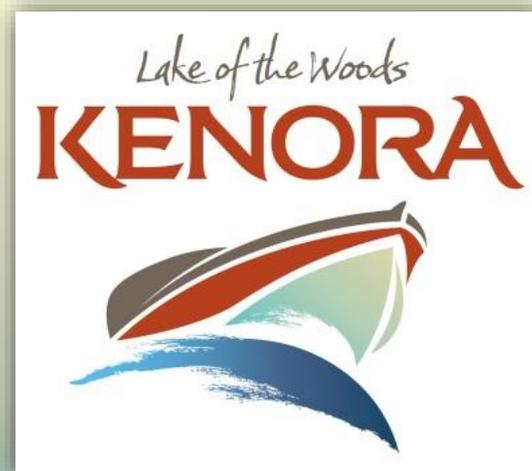


2016 Progress Report

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.

Last year, the City of Kenora released its first progress report in implementing the actions within the Strategic Plan. Most priorities that were of 'immediate' concern were addressed in 2015, however, the vast majority of corporate actions are not intended to be short-term deliverables but rather, items that are anticipated to be completed by the conclusion of the Plan in 2020.

Similar to the previous report, the 2016 Progress Report tracks annual progress in order to effectively evaluate 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 2016 as well as discussions on new developments that emerged last year.

In July 2016, Council reviewed the Strategic Plan and approved a number of different changes to the goals and action items. These changes are reflected in this report.

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

Guiding Principles

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

In terms of economic development, 2016 represented a year of transition with a new Economic Development Officer (EDO) being hired in June 2016. Leadership has been exemplified through the development of the Lake of the Woods Development Commission (LOWDC) Strategic Plan. This will establish a framework to drive economic growth for 2017-2019. The LOWDC Strategic Plan has been developed in alignment with the City of Kenora's 2015-2020 Strategic Plan to meet goals and corporate actions set by the City.

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

City Council and staff continued to strengthen partnerships with Lake of the Woods Business Incentive Corporation (LOWBIC), Kenora and District Chamber of Commerce (KDCC), Harbourtown BIZ and the Kenora Hospitality Alliance (KHA). In addition to on-going work with individual businesses to provide assistance and information, the City initiated a Manufacturing Sector Profile in 2016. This will complement existing sector profiles and attract external investment into the community.

A new partnership was also formed between the LOWDC, Northwest Business Centre (NWBC), Ontario Culinary Tourism Alliance, Cloverbelt Local Food Co-operative and Tourism Northern Ontario to deliver the Northwestern Ontario Food Forum. Held in December 2016, the event saw participation from over 50 regional food producers, manufacturers, farmers, entrepreneurs, chefs and restaurant owners gathered to learn what food tourism is and what opportunities it brings to a local economy.

The NWBC continued its delivery of the New Business Welcome project with Kenora business partners (LOWDC, NWBC, KDCC, Harbourtown BIZ, LOWBIC). On October 20, the NWBC partnered with 15 business organizations (Business Development Bank of Canada, KDCC, BDO, BIZ, etc.) to host a Small Business Week celebration event and over 70 guests attended. The NWBC also hosted a WordPress Workshop in partnership with the Northwestern Ontario Innovation Centre that guided small business owners through setting up a website.

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

The NWBC continued to operate and deliver a program called Starter Company. Since July 2014, the program has received 80 applications and 34 of those are from youth in Kenora. Seven of the 22 grants awarded have been to Kenora youth. In 2016, the Summer Company program had one student from Kenora participate, purchase a Kenora business licence and operate her business over the summer.

GP-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 and City work with external investors on key sectors including health care, tourism, manufacturing, housing, value added forestry, and mining. The Manufacturing Sector Profile has been initiated and is in progress with completion scheduled for early 2017. The sector profiles continue to be a valuable source of information circulated to developers and investors.

An overhaul of the 'Business' component of the City of Kenora website has been initiated and will go live in early 2017. This redevelopment will allow for increased promotion of the key sector profiles.

Develop Our Economy

1-1 The City will work with the LOWDC to ensure that the LOWDC is actively working towards Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council.

The LOWDC has presented a quarterly update to Council and has also participated in in-camera meetings, where appropriate, to share information. The 2017-2019 LOWDC Strategic Plan has been developed in direct alignment with the City of Kenora 2015-2020 Strategic Plan to ensure that City goals and corporate actions are achieved.

1-2 The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'.

No formal redevelopment or campaign was initiated by LOWDC during 2016. This has been identified in the draft 2017 City budget as a priority project.

1-3 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.

While the Mining Sector Profile was completed in 2015, spin-off opportunities from mining have been considered as part of the Manufacturing Sector Profile. As part of designing the new website, it was

decided that mining should be included as a key sector on the new 'Business' webpage. The City has also remained in communication with Avalon on a potential facility in Kenora.

1-4 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 reopening of Kenora Forest Products in 2016 and \$30 million capital expansion at the facility represents a major success for Kenora's forestry sector. Staff intend on highlighting additional opportunities in the sector through the Manufacturing Sector Profile and forestry is earmarked as a key sector on the Business webpage.

1-5 The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment.

The City continued to work on identifying surplus land in 2016. The City also began work on a Land Disposition Policy.

1-6 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.

Similar to the previous year, there has been no active communications / education program put in place at this time. However, the recent decision by MPAC regarding the assessment of the Canadian Tire property has prompted discussions surrounding future engagement with MPAC on the effect of such reassessment on municipal revenues.

1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development

Council identified this priority as an issue to be addressed with the Minister of Northern Development and Mines at the 2017 Rural Ontario Municipal Association (ROMA) Conference. Staff completed this package in December 2016 after consulting with the Northwest Training Adjustment Board (NTAB) on skill and education gaps in the region.

1-8 The City will promote Kenora as a 365-day lifestyle destination.

In December 2016, the successful casino proponent by OLG was announced allowing for discussion on site selection to advance and engagement with the private sector on future development.

Winter Bites experienced another successful year with 10 restaurants participating and some serving as many as 400 'winter bites' alone. Moreover, Tourism Kenora developed a winter video featuring ice fishing, skijoring, skiing, tubing etc. to help promote Kenora as a winter destination.

1-9 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 City, KHA and Mount Evergreen have created a partnership to promote the ski hill including the new tubing section, into Manitoba markets. Work continues with Sioux Narrows/Nestor Falls, KHA, Tourism Northern Ontario and Harbourtown BIZ on advertising campaigns such as "Take a Hike" which has been very successful at drawing tourists in the fall season.

To bring in teams and vendors from other communities, the Kenora Recreation Centre has hosted a number of events in 2016 including:

- Regional Right Test Day
- Peewee/Atom and Bantam Tournaments
- North American First Nations Tournament
- Ham & Egger

In addition, local businesses have sponsored free swim and skates at the facility (Royal LePage, Kenora Anishinaabe-kweg Aboriginal Head Start Program and Triple P.L.A.Y). The Recreation Division also partnered up with the Northwestern Health Unit to hold a Fitness for Breath program. Lastly, by partnering with Fifth Hammer Marketing Group, the Division rolled out the Kenora Leisure Guide. The first issue for Fall/Winter was printed and delivered to all households in August 2016.

1-10 The City will support Kenora’s “North America’s Premier Boating Destination” Brand implementation strategy

Tourism Kenora in partnership with Sioux Narrows/Nestor Falls completed the promotional video, Lake of the Woods – History by Water – Part 1 in spring of 2016. The second installment of Lake of the Woods – History by Water is in progress and expected to be released in 2017. This video showcases the brand and expands the promotional material available to the City.

Through a partnership with Path of the Paddle, the City has erected signage at the Discovery Center, Anicinabe Park and Keewatin Boat Lift. These signs will support the water trail network in and around the community. All of the activities were in addition to the on-going work of Tourism Kenora in the recruiting of boating related events (boat shows, fishing tournaments, etc.) and supporting private investment to enhance and expand boating infrastructure.

1-11 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.

New events included the Triple B BBQ festival on May long weekend, Sunset Country Rendezvous (British car show) and the ESOX Muskie Challenge in the fall. Both the Triple B BBQ festival and ESOX Muskie Challenge are expected to become annual events. During 2016, City of Kenora staff also worked on a bid to host Hockey Day in Canada, which was ultimately successful.



Strengthen Our Foundations

2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, 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

A multi-departmental team worked with Public Sector Digest (PSD) to expand and update the City's Asset Management Plan. The draft plan is scheduled for presentation to Council for approval in early 2017. The Operations and Infrastructure (O&I) Department has developed a plan to commence a sanitary sewer CCTV program. Summer students have been used to perform sidewalk, sign, culvert and road condition inspections.

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.

In 2016, the City decided to roll-out GPS and cameras among fleet vehicles that will allow infield conditions to be recorded and mapped. This will provide staff with a better opportunity to be more proactive in addressing issues as they arise and in turn, provide better service to the public. This information will also improve the PSD asset management development, moving the Department away from straight line linear asset assessments to actual real world condition reports. Such information will assist O&I in ensuring work and resources are applied to areas where the greatest return on investment can be achieved.

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

Alongside the decision to have the City fleet be outfitted with GPS and cameras to support better responses for system outages, the City has launched the Everbridge Emergency system. Anybody in the community is able to register with the system and it allows the City to send messages to the registered customers advising them of everything from road closures to emergencies.

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

The O&I Department has been actively involved in looking for new and cost effective ways to improve the service the City provides to residents. The purchase of a drone to better map and monitor beaver dams and activity will in turn, assist in mitigating the risk of road washouts during heavy rains. The implementation of GPS on all of the fleet vehicles will assist in improving the PSD asset management system and service to customers. It will also allow staff to track and reduce idle times and improve routing of vehicles.

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.

Between October and December 2016, an inter-departmental working group was formed to develop a plan to incentivize housing development in Kenora. The first stage has involved completing a needs assessment and introductory report to Council. In December, this draft report was circulated to both the Age-Friendly Committee and Housing Pillar within the Mental Health and Substance Abuse Task Force. Feedback from members of both groups were incorporated into the document. During this time, the EDO and co-chair of the LOWDC also began conducting interviews with developers to gather information and assist in mitigating any barriers for housing development.

In addition, the Harbourtown Centre and Former Mill Site Community Improvement Plans (CIPs) were identified as tools to help drive the housing market. With consultant support, the process to include financial incentives specifically geared towards affordable housing is underway.

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.

The development of the 2017 State of Housing Report and expansion of housing incentives within the CIPs have focused on a diverse range of affordable housing. The City has also advocated on behalf of the Kenora District Services Board (KDSB) in its communication with the Province regarding the lack of funding for social housing within the community and across the region.

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

In late 2016, the City of Kenora acquired the vacant lands at 534 Park Street, Kenora Shoppers Mall. This represented a strategic opportunity to guide the City's short and long term goals which include:

- The re-alignment and extension of First Street South
- Improved storm water management
- Support parking requirements for future Harbourtown Centre development
- Alleviate current parking needs within the downtown core.

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.

Similar to the previous year, development of a proposed governance structure for the Tunnel Island Common Ground project is ongoing.

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

Extensive repairs were completed to the Kenora Recreation Centre in 2016. Among the most significant include the Dryotron system which was repaired and placed back in operation. This system is a “dehumidifier” which collect gallons of water and replaces it into the pool. Despite the tile repair project being postponed for another year, during the pool shut-down, maintenance staff fixed the damage caused by the Dryotron failure in 2015. Major upgrades included the installing of new lifeguard chairs and diving board platforms and the replacement of pool basement stairs.

Other projects completed in early to mid-2016 were the purchase and installation of windscreens for tennis courts, new exhaust air handling units for the Aquatic Centre, replaced fencing for the tennis courts and men’s baseball diamond and the repainting of all lines to the boat launch for vehicles with trailers to improve space use.

During the fourth quarter, the maintenance team continued to improve the facility by installing an all-new control system to the tot & leisure pool, rebuilt the filter for the hot tub, installed new electrical outlets in the Keewatin Memorial Arena and Kenora Recreation Centre for the Engo ice-resurfacers and a brand new heater was installed for the sauna.

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

An updated Beaches, Parks and Trails Plan that includes Norman Park, Keewatin Beach as well as the Kenora Urban Trails, was adopted by Council in 2016. In anticipation of the 2017 Canada Summer Games, improvements were made to Garrow Park such as repaving and redesigning the entranceway to improve access. This project commenced alongside capital upgrades made by the Kenora Rowing Club to accommodate the event.

In collaboration with Path of the Paddle, the City supported rerouting the registered Trans Canada Trail route with a 10 km waterfront trail that is more appropriate from a tourism, cultural and recreational perspective. The unveiling of this new route is expected for spring 2017. The completion of the Rabbit Lake / Rotary Way accessible loop also commenced in 2016 and will be unveiled in fall 2017.

2-11 The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations.

The O&I Department has recently undertaken an LED street light conversion program which will save energy consumption. Whenever new culverts are installed or old ones are replaced, a higher capacity culvert is used, in anticipation of more frequent rainfall/flood events.

In November 2016, the City's EDO and Special Projects and Research Officer attended a series of Train-the-Trainer workshops in Thunder Bay as part of the Great Lakes Climate Change Adaptation Project. Using the knowledge acquired in these workshops, staff will be facilitating a workshop with community stakeholders to understand the risks and vulnerabilities facing Kenora.

2-12 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.

In 2016, City staff examined the feasibility of a Municipal Energy Plan (MEP) and identified potential stakeholders that would be required for project success. By year-end, a grant application was completed and sent to the Ministry of Energy for funding towards developing a MEP. Through this project, staff aspire to identify retro-fit opportunities for both City and community infrastructure in order to reduce energy costs and enhance environmental sustainability.

2-13 The City will pursue operational procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment.

As noted previously, the GPS being installed on all vehicles will monitor idle times and better allow the Department to ensure staff adhere to no idle policies already in place. Through Kenora Hydro, the O&I Department is actively seeking ways to reduce facility operating costs and tie these efforts to funding opportunities, wherever possible.

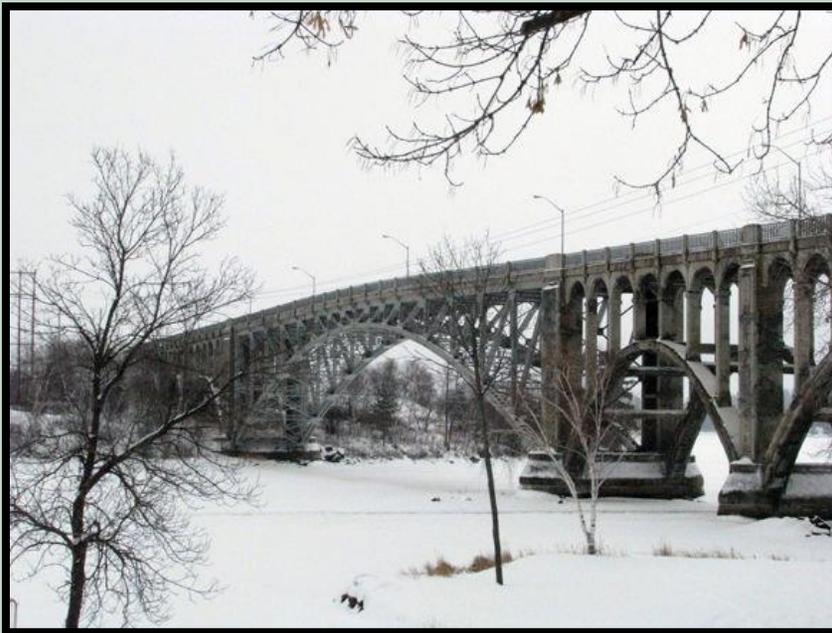
2-14 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

There is a continuous effort being made to maintain and operate the major pumping stations, in as efficient and safe manner as possible, thereby mitigating the risk of overflow or spills occurring. The City will also limit the use of salt during the winter months to 500MT per year to reduce the impact on Kenora’s lakes and water bodies.

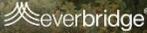
In addition, the Recycle Coach app was launched in conjunction with Waste Reduction Week. The purpose of acquiring this tool was first, to promote that the City of Kenora does in fact recycle and second to assist the public with proper recycling and waste disposal. This tool is a free smartphone app with features relating to recycling and waste information, collection schedules and reminders, and a quiz to learn about Kenora’s recycling “rules”. The Recycle Coach app was accompanied with a website plug-in called ‘What Goes Where’, which helps our citizens learn how to properly dispose of an item either by recycling, garbage or other vendor.

2-15 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.

Lobbying has been ongoing with the Province in relation to infrastructure funding issues, with particular focus on Kenora's bridges. Once again, meetings were 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 annual infrastructure allocation to municipalities. These formulas continue to make it difficult for the City of Kenora to successfully receive funding from certain provincial programs.



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Focus On Our People

3-1 The City will review and implement as appropriate the recommendations as contained within the City's organizational review and approved by Council

The majority of the organizational review recommendations were implemented in 2016 as illustrated by the Organizational Review Update provided to Council in August. As part of this report, progress made in implementing the remaining recommendations can be reviewed in the appendix.

3-2 The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy

In November 2016, the HR Strategist released a progress report on the implementation of the HRM Strategy. Please see that report for more information.

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.)

As part of the recruitment process, the City has incorporated questions orientated towards customer service in the interview process. Additional training to existing staff on this priority will be provided in mid-2017.

The Recreation Division became a member with High FIVE and offered Principles to Healthy Development to all front line pool staff including supervisors. The Recreation Division is in the process of completing Quest 1 & 2 and for the supervisory staff to become trainers.

The O&I Department has made important strides in terms of customer service, both in the immediate dealings with residents but also in internal changes to improve responsiveness and mitigating issues. GPS on all equipment and the decision to purchase a drone are two examples.

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.

Most staff have received the training as provided by Clearlogic in 2016. Empowerment questions have also been incorporated into the interview process and regular training with supervisors is taking place.

Two examples of this priority in effect include the Roads Division decision to repair manholes in-house as opposed to contracting out and the Water and Wastewater Division decision to search for new chemical suppliers to produce significant savings and improved supply.

3-5 The City will commit to preventing occupational illness and injury in the workplace.

Annual health & safety training is provided to all staff and regular safety meeting and inspections are taking place in all departments. The O&I Department has been seeking to go beyond the minimum and actively look to change the culture of the workplace. To do so, the Division Leads view all accidents as preventable and are focused on being proactive rather than reactive.

3-6 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how

The HRM Strategy Progress Report illustrates the corporate measures designed to enhance peer-to-peer knowledge transfer. That being said, in many departments, junior and senior staff are consistently paired to facilitate learning. In the O&I Department this is a daily occurrence due to the nature of the projects from large capital projects through to smaller scopes of work.

3-7 The City will continue to build and strengthen our working relations with our Treaty 3 First Nations Partners. Kenora is committed to ongoing outreach to our First Nations Partners and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration

The City of Kenora has supported a resolution confirming its commitment to work in partnership for the development of an All Nations Health Care System including the construction of an All Nations Hospital to improve health outcomes for all people of the region it serves. The leadership group is comprised of Ogichidaa Francis Kavanaugh from Grand Council Treaty #3, the Chiefs from the 10 First Nations communities in the area, the Mayors of Kenora and Sioux-Narrows Nestor Falls and the President of the Kenora Metis Council.

The Recreation Division has reached out to First Nations communities to participate in Swim to Survive. It has successfully offered the program to the outdoor education program at Whitedog and Baibombeh Anishinabe School. The Division also donated passes to Grand Council Treaty 3 for their 2016 Dotigaanabiwin Education & Career Exploration Youth Summit. Treaty 3 recognized the donation and sent a letter of appreciation. Other actions include an application to the Ontario150 Partnership Grant for the provision of the Lifesaving Society's Swim to Survive program to First Nations communities and an offer to the Dalles First Nation to run the Red Cross Swim Sports Program.

3-8 The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Treaty 3 Partners, including cultural sensitivity training

Since identifying seven TRC recommendations that the City can directly impact, the City has been diligent in rolling-out cultural sensitivity training to all staff. In November, a full-day session was delivered by the Seven Generations Institute to council, senior managers and supervisors. A combination of half-day and two-hour workshops are planned in 2017 for the rest of staff.

3-9 The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board

The Kenora Area Health Care Working Group (KAHCWG) has received a portion of its \$125,000 annual budget from the City of Kenora for a three-year strategy to recruit physicians. This collaborative undertaking involves the LOWDC, the Kenora Chiefs Advisory Council and Waasegiizhig Nanaandawe'lyewigamig Health Access Centre (WHNAC).

With the closure of Kenora's emergency shelter, the City worked collaboratively with the KDSB to advocate for additional funding from the Province in order to restore this vital service and support other shelters in crisis across the region. These efforts have resulted in the KDSB being able to operate a new temporary emergency shelter at the Northwestern Health Unit and enough funding to support the shelters in Red Lake and Sioux Lookout.

Other forms of collaboration include engagement with other municipalities in an effort to share information and pool work to reduce costs where possible. An example of this would be the ground penetrating radar work for the T-intersection. The O&I Department contacted communities in the area to see if anyone else had a need for this type of work in an effort to reduce costs.

3-10 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 City's Fire and Emergency Services Department has been active in making changes to operational procedures which are designed to forge stronger relations with neighbouring communities and in turn, improve emergency responses. Additional information can be found in the Organizational Review Update attached as an appendix of this report.

3-11 The City will ensure that City appointed Boards and Committee Members are familiarized with the City's Strategic Plan, including the Mission, Vision and Values within that plan, together with the importance of their role as a Member of that Board / Committee

City representatives on all boards and committees have been emphasizing the importance of the Strategic Plan in projects undertaken by these groups. For example, as a member of the LOWDC, the City's EDO has ensured that in developing the 2017-2019 LOWDC Strategic Plan, the principles within the City's Strategic Plan are interlinked. Similarly, the implementation of the 2014 Tourism Strategy has commenced with full-understanding of the connections between the City's Strategic Plan and the priorities of both the LOWDC and Tourism Committee.

3-12 The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those organizations for the improvement of the City and our Community

In 2016, City council endorsed the KSAMH Task Force's Community Safety and Well-Being Plan and the Age-Friendly Committee's 2015-2020 Strategic Plan. While both of the groups contain City representation they are community-led initiatives. Moving forward, the City is committed to realizing the goals and priorities of both groups.

Conclusion

Despite the significant changes made to the Strategic Plan in mid-2016, progress continued to occur in fulfilling the action items identified. In fact, many of the latest additions to the Plan, particularly those relating to the strengthening of partnerships and climate change were given a significant degree of attention.

As part of the review that occurred during the summer, a number of action items were eliminated to reflect the evolving nature of the organizational review which was completed in 2016. Specifically, the 'Focus on Our People' section contained major changes to reflect the roll-out of the HRM Strategy which is designed to target those action items that were previously captured in the Strategic Plan.

There remains one action item which has yet to be addressed by the City, but has been identified as a priority in the City's 2017 draft budget.

Ultimately, the majority of corporate actions including those added this year are considered 'ongoing', as they are not anticipated to be fully realized until the conclusion of the Plan in 2020. The scorecard in Appendix I demonstrates this reality.

2016 Strategic Plan Scorecard

Legend



Guiding Principle



Completed



In progress



Not Started

Guiding Principles

Corporate Action

Priority

Status

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

Ongoing



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

Ongoing



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

Ongoing



GP-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



Strategic Area #1: Develop Our Economy		
Corporate Action	Priority	Status
1-1 The City will work with the LOWDC to ensure that the LOWDC is actively working towards Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council	Ongoing	
1-2 The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'	Immediate	
1-3 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	
1-4 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	
1-5 The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment.	Ongoing	
1-6 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.	Immediate	

<p>1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development.</p>	Ongoing	
<p>1-8 The City will promote Kenora as a 365-day lifestyle destination.</p>	Immediate	
<p>1-9 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.</p>	Immediate	
<p>1-10 The City will support Kenora’s “North America’s Premier Boating Destination” Brand.</p>	Ongoing	
<p>1-11 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	

Strategic Area #2: Strengthen Our Foundations

Corporate Action	Priority	Status
<p>2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, 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>	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 consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations.</p>	Ongoing	
<p>2-12 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>2-13 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>2-14 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>2-15 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	
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Strategic Area #3: Focus On Our People

Corporate Action	Priority	Status
<p>3-1 The City will review and implement as appropriate the recommendations as contained within the City’s organizational review and approved by Council</p>	Ongoing	
<p>3-2 The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy</p>	Ongoing	
<p>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.)</p>	Immediate	
<p>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.</p>	Immediate	
<p>3-5 The City will commit to preventing occupational illness and injury in the workplace.</p>	Ongoing	
<p>3-6 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.</p>	Immediate	

<p>3-7 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.</p>	Ongoing	
<p>3-8 The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Treaty 3 Partners, including cultural sensitivity training</p>	Immediate	
<p>3-9 The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board.</p>	Ongoing	
<p>3-10 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.</p>	Ongoing	
<p>3-11 The City will ensure that City appointed Boards and Committee Members are familiarized with the City's Strategic Plan, including the Mission, Vision and Values within that plan, together with the importance of their role as a Member of that Board / Committee</p>	Ongoing	
<p>3-12 The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those organizations for the improvement of the City and our Community</p>	Ongoing	

Appendix I: Organizational Review Update (March 2017)

Since the previous Organizational Review Update in August 2016 there has been notable progress made in addressing the remaining recommendations. Provided below is a snapshot of the major highlights that have either been completed or are nearing completion.

Legend	
	Complete
	Ongoing 

Department	Recommendation
Corporate Services and Strategic Initiatives	Develop a Communication Strategy to establish how communications will be undertaken at the City and to identify roles and responsibilities, media relations, social media, official spokespersons and other relevant policies and strategies to support effective communication. The development of a communication strategy has been identified as a goal for the Manager of Legislative Services in 2015.

Status



This was released at the February 14, 2017 Committee of the Whole meeting and further approved by resolution/bylaw at the February 21st Council meeting.

Department Recommendation

Corporate Services and Strategic Initiatives

That a Customer Service and Communications Team be established. It is proposed that this team be chaired by the Clerk. Members should include the Communications Clerk, as well as representatives from each department.

Status



A survey was conducted in 2016 requesting volunteers who may be interested in being part of the communications team. A few meetings have been held, however, primarily the communications staff have been working on implementation of communication needs. The committee will be reconvening now to work on implementation of the new communication strategy and work plans resulting from that strategy.

Department	Recommendation
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Corporate Services and Strategic Initiatives	Enhance the City's Website in terms of content, layout, navigation and consistency through the development of an internet strategy.
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Status



The new website was launched at the February 14, 2017 Committee of the Whole meeting.

Department	Recommendation
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Corporate Services and Strategic Initiatives	As a priority, develop a communication strategy for emergency/severe winter weather
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Status



The Everbridge Emergency system has been launched which includes contact to the community who can register with the system. A communication strategy directly related to emergency/severe winter weather can be developed at a future date.

Department	Recommendation
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Corporate Services and Strategic Initiatives	That Corporate Services & Strategic Initiatives investigate new opportunities to provide online services. This was mentioned in the community consultation as a way of enhancing customer service.
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Status



The City has extended online services with the new portal launch and have implemented the fees accordingly.

Department	Recommendation
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Corporate Services and Strategic Initiatives	Review enforcement procedures for all by-laws (e.g. short form wording) to increase efficiencies.
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Status



Several reviews of bylaws have been completed and short form wording has been added to many bylaws that are used frequently. Enforcement will be eased through updating the few bylaws left but generally, this item will always be ongoing with new bylaws or amendments to bylaws.

Department	Recommendation
Corporate Services and Strategic Initiatives	Develop a Complaints Tracking Protocol and Formal Escalation Process in By-law Enforcement—The City has not defined a formal escalation process with timeframes to resolve complaints nor does a complaint management system exist where information is logged and accessible for all staff. The current system does not allow the ability to mine data and trend across the City for continuous improvement opportunities.
Community and Development Services	Complaints Tracking—There is a need for a complaints tracking and resolution process to be integrated into the management process across the department. To this end, the additional management /supervisory staff will provide the resources necessary to develop and increase quality management processes to support this initiative. This will be further supported by the recommendation to review the process and technology for complaints tracking for the City under corporate wide recommendations.
Corporate-Wide	Improve the processes and technology to Track Customer Question, Complaints and Problem Resolution. This will require the investigation of the existing technology, with improved opportunities to analyze and summarize the data.

Status



My311 will be launched in early spring 2017 and address not only by-law enforcement but all departments and provide a tracking system along with a reporting system on complaints.

Department	Recommendation
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Fire & Emergency Services	Create a committee to review the running assignments to support effective and efficient delivery of service to all areas of the community. This would include involvement of staff from all stations and a review of historical activity and future growth.
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Status



A comprehensive review of Kenora Fire and Emergency Services running assignments began in early 2016, involving all Captains from each fire station, Central Ambulance Communications Centre (Dispatchers) and the Fire Chief.

We reviewed the current response types by station and by volunteer verses career and made adjustments accordingly. When the City amalgamated in 2000 there were 4 fire stations and 4 fire districts and in 2009 the new fire hall was constructed and Station 3 was absorbed into Station 1 but remained as its own entity.

The amalgamation process focused on the 3 fire stations and 3 fire districts, subsequently moving from four to three fire districts for running assignments. The process took several months to construct and went live in June of 2016. It has since been amended twice. The group worked extremely well together and to date, the new running assignments have been working very well.

Department	Recommendation
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Fire and Emergency Services	Create a plan with clear timeframe to maintain and update the Standard Operating Guidelines (SOG's).
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Status



The SOG's are live documents and reviewed regularly for fire departments. The current revisions and additions were contingent on the completion of the new running assignments as they affect many of the operating SOG's. A thorough review of all SOG's started in late 2016 and are being updated to current running assignments. Currently, SOG's have been broken up amongst the officers group and are being assessed to 2017. Any deficiencies will be addressed and new SOG's will be drafted. They will updated and completed by September of 2017.

Department	Recommendation
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Fire & Emergency Services	Identify all opportunities for training staff with consideration to having key staff sent on training sessions to train the other staff.
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Status



The Fire and Emergency Services Department has been working with the Ontario Fire College (OFC) and the Ontario Fire Marshalls (OFM) Office in bringing National Fire Protection Association (NFPA) standard courses to the Northwest. Opportunities to attend train-the-trainer programs and develop an instructor base are being formulated with the OFM and OFC.

Department Recommendation

Fire & Emergency Services

Review existing practices for volunteer firefighter recruitment practices and identify strategies to streamline the process and remove obstacles to ensure that the City has sufficiently well trained volunteer firefighters.

Status



Complete with new recruitment starting in early 2017.

Department	Recommendation
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Fire & Emergency Services	Review and identify opportunities to recognize staff's achievements.
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Status



Chief has applied for Long Service Medals (20 plus years) for fire fighters. Service pins (5 yrs, 10yrs, 15 yrs etc.) were handed out during the year-end meeting. Firefighters are recognized regularly during training sessions for the achievements.

In addition, NFPA Fire College Certificates were handed out to individuals who attended and passed the recent certification courses from 2016.

Department	Recommendation
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Fire & Emergency Services	Identify opportunities to utilize the City's new fire hall for training remote communities as a revenue generating opportunity.
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Status



Discussions with local First Nations groups that provide their own fire protection have occurred. The purpose is to help train their staff to NFPA standards but to date there have been no firm commitments.

In 2015 and 2016 surrounding departments were invited to Kenora for new recruit training and to date, 11 external fire fighters have been trained at a nominal fee.

The Department is currently seeking additional opportunities to train external fire services.

Department Recommendation

Community & Development Services

Develop "job function orientation kits" for each position outlining standards, forms, processes and role-related policies and procedures and an orientation to the department structure, mandate and values to enable efficient and effective transitions to new positions for staff who are replacing people on leave or retiring.

Status



The Recreation Division has developed training manuals for pool and desk staff in all positions.

Department	Recommendation
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Community & Development Services	The Department should purchase HIGH FIVE’s Guide to Policies and Procedures (www.highfive.org) which contains 86 standard Policies and Procedures related to the operation of recreation and sport programs for children. Implementation of these Policies and Procedures will reduce risk, demonstrate due diligence, increase the quality of services, reduce customer complaints and increase the department’s service image.
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Status



The Recreation Division subscribed as a member to High FIVE and implemented the first stage of training amongst staff. Pool and Recreation staff participated in the first session to the program.

Department	Recommendation
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Community & Development Services	Develop a Recreation, Parks, Culture and Tourism Leisure Guide outlining all of the services, fees, events, dates, locations and other appropriate policies and public information about department services. Install this on the municipal website in the form of a “flip book” and update it seasonally. Print copies for distribution through department facilities and libraries and promote the online access at all facilities. This will definitely provide better quality information to the public and will serve as a planning template for staff to create a more formalized program and service schedule for all facilities on a seasonal basis. It also serves to educate the public about the services that are paid for by their taxes. Ad space can be sold through this process as well.
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Status



The Department worked alongside Fifth Hammer Marketing Group and created as well as distributed the first Fall/Winter Leisure Guide. The Leisure Guide was mailed to each household in Kenora and was displayed at City departments for customers. There will be two issues Spring/Summer and Fall/Winter. The first edition had positive feedback and more groups would like to participate in the following issues.

Department Recommendation

Operations & Infrastructure	Manage Council and public expectations for roads maintenance through improved communication with Council (see recommendation for Department as a whole). This includes undertaking public education regarding the levels of service that can be expected.
Operations & Infrastructure	Develop and implement an enhanced public education and communication program to clarify existing services, promote new services and improve customer relations.

Status



As part of the new website, residents can access a GIS map that indicates the priority level and standards for snow removal on City roadways.

Department	Recommendation
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Operations & Infrastructure	Consider establishing an Automatic Vehicle Location (AVL)/GPS based program for tracking vehicle activity. This technology is used for many applications including dispatch for quick response, routes passed and time, e.g. plow routes, garbage routes, etc. This would help to optimize resources and provide staff with the information to respond to public questions regarding issues such as missed roads, missed garbage pick-ups, etc. One example is the Town of New Tecumseth uses the AVL/GPS program to allow residents to see up-to-date information and view in real time where plowing is taking place by checking online.
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Status



The O&I Department has secured funding to implement the AVL/GPS based program and intends on acquiring and installing the equipment over the next few months.

Department	Recommendation
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Operations & Infrastructure	Provide ongoing education to the incoming Council on the current asset condition situation and potential long-term liability. Although infrastructure renewal is a priority in the Strategic Plan, there should be ongoing reporting and communications with Council on
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progress to keep the focus on asset management due to the magnitude of the financial implications.

Status



Public Sector Digest will be presenting the 2016 Asset Management Plan in March to Council. Following the presentation, the consultants will meet with staff to look at the next steps including starting to update condition data on assets and work towards improving municipal infrastructure.

Department

Operations & Infrastructure

Recommendation

Develop a concise and risk based multi-year CCTV sewer inspection program to target priority segments of the sewer system based on operational experience and magnitude of potential impacts.

Status



A plan has been developed to commence with a multi-year CCTV sewer inspection program to help support the 2016 Asset Management Plan. Pending funding approval, this program will begin in the summer of 2017.

Department**Recommendation**

Operations &
Infrastructure

Change the by-law to make owners responsible for all future grinder pump costs. Approaches could include: simply making owners responsible; contracting out service to build private sector capacity in the City so that owners can go directly to the private sector in the future; charge back to home owners on a full cost recovery basis, i.e. they can pay into a maintenance system. The main advantages are: reducing costs to water and sewer ratepayers; more time for staff to allocate to 65 Sewage pumping stations.

Status

The O&I Department will be providing a recommendation to Council in April regarding the future of grinder pump maintenance.

Department**Recommendation**

Operations &
Infrastructure

Undertake a comprehensive review of the various areas for which there is potential liability within the organization with an overall objective of developing a risk management program and strategy. This should include having Risk Management work with all departments to develop a risk inventory and strategic risk management plan through an interdepartmental risk identification and review of protocols. This will enable the City to establish additional controls to help mitigate the identified risks.

Status



The City has recently enacted an Enterprise Risk Management (ERM) Policy which primarily affects how risks are communicated to Council. The ERM Framework document prescribes a variety of tools to help identify, analyze and treat risks in developing a recommendation. Risk registries will be developed in the summer to take the next step in ERM implementation.