



Our Vision is 20/20



Updated August 2017

City of Kenora Strategic Plan: 2015 to 2020

The City of Kenora reviewed the goals and corporate actions of its Strategic Plan released in 2015. Changes have been made to ensure alignment with priorities now and to reflect the organizational review implementation.

7 Core Values that Define our Corporation

- ⇒ Trust & Respect
- ⇒ Communication
- ⇒ Commitment
- ⇒ Innovation
- ⇒ Preparedness
- ⇒ Fiscal Responsibility
- ⇒ Environmental Stewards



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

Kenora's Strategic Priorities 2016-2020

1. Diversify the Economy & Grow the Industrial Base
2. Reduce the Infrastructure Deficit
3. Enable Affordable Housing
4. Recruit, Develop & Retain Talented City Staff
5. Promote Recreation & Healthy Lifestyles
6. Champion Environmental Stewardship
7. Expand Tourism
8. Strengthen Cultural Relations
9. Advocate for New Funding



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Strategic Goals #1 Develop our Economy

- ⇒ Ensure LOWDC is advancing Council priorities and related action items
- ⇒ Be 'Open for Business' through streamlining application and approval processes
- ⇒ Continue to lay the foundations for investment readiness in the mining sector
- ⇒ Continue to support investment readiness in the forestry sector
- ⇒ Document existing City land, identifying opportunities and growth areas
- ⇒ Lobby senior government on workforce development
- ⇒ Communicate the importance of non-residential assessment
- ⇒ Promote Kenora as a 365 day lifestyle destination
- ⇒ Promote and leverage recreation and leisure amenities
- ⇒ Support Kenora's "North America's Premier Boating Destination" brand
- ⇒ Support, promote and expand the tourism industry and pursue recruitment of new events

Guiding Principles

- * Provide clear and decisive leadership on all matters of economic growth
- * Forge strong, dynamic working relationships with the Kenora business community
- * Foster and support entrepreneurial business development
- * Promote Kenora to external investment audiences

Strategic Goals # 2 Strengthen our Foundation

- ⇒ Ensure municipal infrastructure managed and maintained with available resources
- ⇒ Work towards addressing the infrastructure deficit
- ⇒ Ensure prompt and immediate emergency response times
- ⇒ Act as the catalyst for continuous improvements to the public realm
- ⇒ Promote new housing partnerships
- ⇒ Support the development of a diverse range of housing types
- ⇒ Support development of vacant and transitional lands
- ⇒ Advance the Tunnel Island 'Common Ground' project
- ⇒ Support continuous improvements to recreation and leisure amenities
- ⇒ Explore opportunities to develop and improve beaches, parks and trails
- ⇒ Consider impact of climate change and work to mitigate the impacts of climate change
- ⇒ Promote environmental sustainability
- ⇒ Reduce fuel and energy consumption
- ⇒ "Stewards of the Lake" and "Stewards of the Land"
- ⇒ Champion fair funding for infrastructure and community development

Strategic Goals # 3 Focus on our People

- ⇒ Review and implement organizational review recommendations
- ⇒ Review and implement Human Resources Management (HRM) Strategy
- ⇒ Ensure customer service excellence
- ⇒ Empower staff to make decisions that demonstrate City commitment to customer service
- ⇒ Prevent occupational illness and injury
- ⇒ Peer to peer knowledge transfer
- ⇒ Working relations with neighbouring municipalities and Indigenous partners by Council and senior leadership
- ⇒ Review Truth and Reconciliation recommendations to strengthen relationships with Indigenous partners, including cultural sensitivity training
- ⇒ Working relations with municipal partners
- ⇒ Stronger relations with neighbouring communities and area municipalities by staff
- ⇒ Familiarize Boards & Committee members with Strategic Plan and members' role
- ⇒ Recognize importance of leveraging Community and Strategic partnerships

The City of Kenora's Strategic Plan was developed through the input of over 1,800 Kenora residents, staff, elected officials, with surrounding Indigenous communities, and seasonal residents, which identified three overarching strategic goals:

Economy **Foundations** **People**