



**City of Kenora  
Corporate Strategic Plan**

# **Kenora Vision 2015**

**Leading the Way**

September 2010

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## **Mayor's Message**

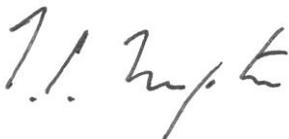
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Kenora Vision 2015 represents the future direction for the City of Kenora. One of the keys to making change happen is in understanding who we are today, and what we want to become tomorrow. Through this, we can set the path for how we are going to achieve our vision.

As part of the vision, we as a City have defined our guiding principles, our core values that will provide us direction when we make choices and decide on actions as a City. We have also set out the strategic directions that the City will undertake as we work towards our vision.

In recent years, the City has faced many challenges. It is through working together as a team that we have been able to face these challenges. Over the past several years, the City has been faced with many difficult choices. Working through and implementing these decisions is a testament to the dedication of both Council and staff in striving to position the City to be able to continue to move ahead in accordance with the vision as set out in this strategic plan.

Today, this plan represents not only a vision for the City's future, but a blueprint for current and future Council and administration for how we can achieve it. Every member of the City team, from Council to front line staff, is key in bringing the City closer to its vision, every day. It is through these actions that Kenora Vision 2015 will become a reality.



*Len Compton*  
*Mayor*

## **Chief Administrative Officer's Message**

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The City's Strategic Plan reflects Council's commitment to providing and improving the quality of life for Kenora residents. The plan is a constantly evolving document. Indeed, one of the recommendations that came from the City's Community Strategic Plan was for the City to update its strategic planning documents at least once each term of Council. Updating the document ensures that the City remains on track, while accounting for changes that occur.

The Plan provides a reminder of what is important to us as a City. It also is a roadmap, guiding the City as we move forward. Keeping our core values at the forefront helps us to better understand what needs to be done as we continue to strive towards our vision.

As part of the ongoing process, staff will develop a work plan to achieve the goals and measure progress on the actions outlined in the Strategic Directions. We will report to both Council and the public on our progress. Key to this process will be understanding public expectations, as well as effectively communicating not only what we are doing, but why we are doing it. In addition, strong linkages will be maintained between the Corporate Strategic Plan, the City's annual Budget and departmental work plans in order to optimize the overall effect of this entire planning process.

I wish to acknowledge the dedication and support provided by both Council and City staff in working cooperatively to develop this Plan. Kenora Vision 2015 brings with it a call to action – a call for the City to keep moving forward. I am confident that through the continued implementation of this Plan, we will be able to not only meet the challenges facing our community today, but also prepare us for tomorrow.



*Karen Brown*  
*Chief Administrative Officer*

## **1.0 Introduction**

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### **Why a Corporate Strategic Plan? What is a Corporate Strategic Plan?**

The City of Kenora's Corporate Strategic Plan is a tool for identifying a shared vision and direction for the corporation. The plan identifies priorities for the City in applying limited resources to deliver municipal services and infrastructure.

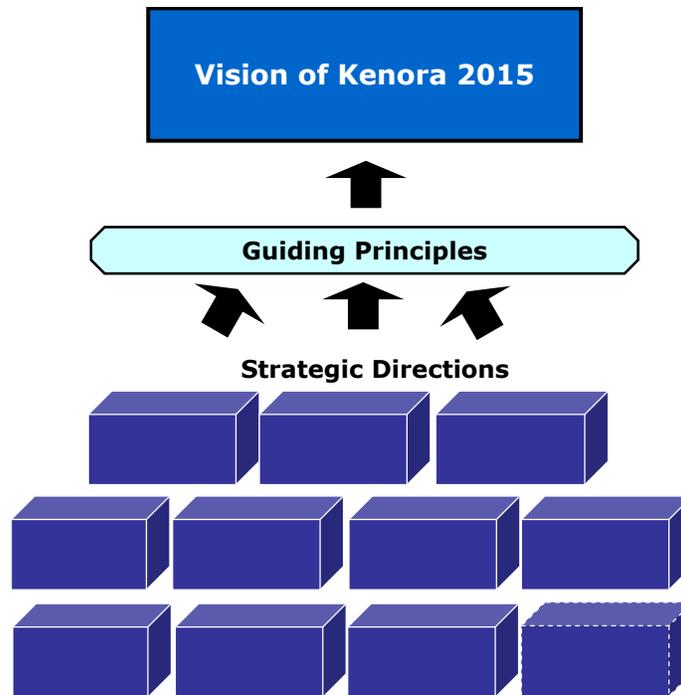
The process of developing a corporate strategic plan allows those within the corporation to step back from daily activities and to think about and plan for the future of the corporation and the community it serves. The process also allows individuals within the corporation, both staff and Council, to discuss and exchange ideas and eventually to come to a common vision. This common vision is formally articulated through the corporate strategic plan.

The corporate strategic plan functions to inform and act as a reference point to the public, and those within the City itself, of the City's vision of Kenora, the guiding principles it will use to evaluate its own actions, and the planned strategic directions.

It is important to remember that the corporate strategic plan is dynamic document, one that can be adapted as conditions change. As such, it requires regular review and revisiting.

### **Kenora Vision 2015 – Leading the Way**

The City of Kenora's corporate strategic plan is made up of three main components. These components are: (1) the Vision of Kenora 2015, which articulates what the corporation of the City of Kenora sees as Kenora's future; (2) the Guiding Principles, which are a statement of how the City will evaluate its actions in pursuit of the Vision; and, (3) the Strategic Directions for the Corporation, which are the activities and actions the City will undertake to achieve the Vision. A graphical representation of the interaction of these components is shown in Figure 1. As a point of reference, the core business of the City, as currently identified, is provided in Section 4.0.



**Figure 1**

It should be noted that while the Vision of Kenora 2015 speaks to the future for the community as a whole, the guiding principles and the strategic directions are specific to the corporation of the City of Kenora. Achieving the vision cannot, and should not, be solely the responsibility of municipal government. If it is to be realized, this vision will also require the efforts, commitment, and cooperation from other sectors, groups, agencies, and individuals. This document is a statement of where the municipality sees its priorities for action and its strengths in contributing to the vision.

### **What is the Difference between a Corporate Strategic Plan and a Community Strategic Plan?**

The Corporate Strategic Plan provides a vision for Kenora City Council, the Corporation of the City of Kenora and the administration team responsible for running the City. It is important for this plan to understand and incorporate the needs of its residents and adapt to a constantly changing environment. While the plan reflects the needs of the community and is dependent on the community for its successful implementation, it is also intended as the vision for the Corporation

that runs the City, and is limited in scope to those matters within the jurisdiction of that entity.

A Community Strategic Plan is more broad in scale and application. It is intended to address the larger interests of the community, extending well beyond the mandate of the municipal corporation. It is a comprehensive plan, under which can be incorporated a variety of areas, under the mandate of a number of organizations throughout the community. It is intended to capture the values and vision of the community as a whole, and may be used to guide various organizations throughout the community.

The City of Kenora undertook a community based strategic planning process in 2008 through 2009. As a result of this process, the City now has access to a plan which incorporates a broader based vision for the entire community, including various entities. Ultimately, this plan will need to be implemented through a variety of groups, many of them independent from the City, although a number of the goals in this plan relate directly to the City and feed in to the goals of the City's strategic plan.

### **Other City Strategic Planning Documents**

Strategic planning for the City is not limited strictly to this strategic planning document or the broader based community strategic plan. Strategic planning is intended to be incorporated into every decision that the City makes, particularly when major policy statements are created. There are a number of other documents that incorporate strategic planning within them. Examples of City documents which include strategic planning for the City include, but are not limited to:

- City of Kenora Official Plan
- Economic Development Plan (2009)
- Major Recreation Facility Strategy 2010
- Beaches, Parks & Trails Development Project Concept Report (2010)

These documents should be viewed as being complementary to the City's Strategic Plan. The reports listed above have been directly referred to in this document. It should be noted that these documents are also dynamic, and are adapted and updated as conditions change. References included within this report refer to the documents as approved as at the date of this report.

## **2.0 Vision of Kenora 2015**

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Building on the natural beauty and international reputation, the community will offer diverse recreational activities for its residents and visitors. The downtown and waterfront will be vibrant and attractive and anchor a competitive retail sector and a mature and diverse tourism industry.

The community will be inclusive and value the cultural sensitivities of local groups. A full range of health and social services will be offered to residents. There will be wide-ranging education opportunities for youth and lifelong learners. Affordable housing and accommodation options will be available to all residents. The community will continue to value cultural events and the arts and will support related endeavours. The safety and security of all members of the community will be of primary importance.

The City of Kenora will reflect an “open for business” attitude, and will provide diverse and full employment opportunities. Value added initiatives will augment our traditional resource industries. The City will practice sustainable economic development and balance industry with environmental concerns. Kenora will be a leader in providing health and social services in the region and will be seen as a cornerstone of Northwestern Ontario.

## **3.0 Guiding Principles for the Corporation**

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In evaluating and determining its actions the City of Kenora will have regard for the following set of guiding principles:

- Kenora will provide fairness in taxation
- Kenora will provide value for service to its citizens
- Kenora will ensure sound fiscal management
- Kenora will provide quality of life amenities and services for citizens and visitors
- Kenora will explore and pursue new opportunities
- Kenora will value and be responsible to its employees
- Kenora will understand and respect its citizens
- Kenora will inform and engage its citizens
- Kenora will be a steward of the environment

## **4.0 Core Business of the City of Kenora**

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The following sections outline the core business for each department or area. These are the core business as they are currently defined and may change in the future based on continued evaluation and updating. Some City core businesses (for example, Library as found under Community Services) may be governed by and are subject to the requirements of their own legislation (for example, the Libraries Act).

### **4.1 Operations**

#### **Core Business**

- Roads, bridges and public works
- Roadway signage
- Engineering services
- Fleet and warehouse
- Solid waste
- Water and sewer
- Building inspection / Chief Building Official
- Facilities management
- By-law enforcement
- Parks, open spaces and cemetery
- Land use planning
  - Committee of Adjustments
  - Land Division Committee
- Municipal property disposition and property acquisition

### **4.2 Community Services**

#### **Core Business**

- Recreation services
- Museum
- Library
- Day care

### 4.3 Emergency Services

#### Core Business

- Emergency response
- Fire prevention and public fire education
- Fire administration
- Emergency services training and education
- Emergency Operations Centre (EOC)

### 4.4 Treasury / Finance / Internal Audit

#### Core Business

- Financial management
- Accounting services
- Taxation
- Customer service and collections
- Budgets
- Internal audit

### 4.5 Clerks

#### Core Business

- Liaison between public and Council
- Meeting administration / Council support
- Custodian of the official records
- Civil marriage services
- Municipal elections
- Freedom of Information
- Licencing
- Vital statistics
- Provincial Offences
- By-law enforcement
- Communications

### 4.6 Asset Management / Information Technology

#### Core Business

- Asset management
- Information technology

## 4.7 Human Resources

### Core Business

- Human resource planning
- Staff recruitment and selection
- Succession planning
- Health and safety
- Union relations / negotiations
- Insurance and risk management / loss prevention
- Regulatory compliance

## 4.8 Chief Administrative Officer

### Core Business

- Policy development and advice to Council
- Initiate, implement and administer City policies
- Supervisor of Senior Managers and City Hall Supervisors
- Leadership in future planning and service delivery
- Liaison between Council, senior government agencies, the public and staff
- Representative on various boards, committees and organizations
- Strategic planning

## 4.9 Council

### Core Business

- Governance
  - Policy
  - Budgets
  - Infrastructure
- Strategic planning and setting of priorities
- Economic growth and diversification
- Act as the public face of the City
- Lobby senior levels of government

#### **4.10 Lake of the Woods Development Commission (LOWDC)**

##### **Core Business**

- Job retention and creation
- Increased assessment
- Population retention & attraction

#### **4.11 Kenora Hydro**

##### **Core Business**

- Provide hydroelectric service to customers generally within the limits of the former Towns of Kenora and Keewatin
- Maintain and service the company's hydroelectric transmission infrastructure
- Ensure compliance with all applicable energy related legislative and regulatory requirements
- Conservation initiatives and related promotion

#### **4.12 Ontario Provincial Police**

##### **Core Business**

- Public safety
- General uniform patrol
- Traffic and other mobile vehicular safety
- Crime prevention
- Community based policing
- Major crime investigation
- Forensic identification
- Emergency response

## **5.0 Strategic Directions for the Corporation**

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Strategic Direction for the Corporation:

### **5.1 Assess and Report**

**Actions:**

- Review and report on progress under Kenora Vision 2015 document, recommend changes
- Conduct municipal service delivery reviews for the various City departments
- Review department structure on position vacancies and recommend changes

**Leads:**

- Chief Administrative Officer
- Senior Managers

Strategic Direction for the Corporation:

### **5.2 Communication & Marketing**

**Actions:**

- Monitor and evaluate internal communications and make recommendations for improvements between Council, Managers, Supervisors and Staff
- Continue to develop external communications, including a strategy to improve communications with the media and public
- Provide regular information and updates on all major City capital works
- Further explore opportunities for using appropriate electronic communication systems (eg. community portal, social media)
- Pursue opportunities to market decisions made, providing expanded information on not only what decision was made, but why it was made
- Monitor and evaluate public/client expectations, needs, and satisfaction (see Customer Service)

**Leads:**

- Chief Administrative Officer
- Communications Lead / Deputy Clerk
- Senior Managers
- City Clerk

Strategic Direction for the Corporation:

### **5.3 Planning**

**Actions:**

- Operate in accordance with the principles as set out in the City's Official Plan:
  - Sustainable development
  - Natural environment
  - Affordable housing
  - Diversified economy
  - Tourist destination
  - Complete communities
  - Neighbourhood design
  - Multi-modal transportation system
  - Community and aboriginal engagement

**Leads:**

- Planning Administrator
- Economic Development Officer
- Lake of the Woods Development Commission
- Chief Administrative Officer
- Operations Manager
- Emergency Services Manager
- Council

Strategic Direction for the Corporation:

### **5.4 Human Resources**

**Actions:**

- Institute and utilize training plans for all departments
- Ensure staffing plans are in place for all departments – coordinate with departmental and corporate strategic plans
- Build on staff commitment and teamwork by providing clear and effective mechanisms for staff communication and involvement
- Ensure staff safety and related health and safety requirements met
- Ensure compliance with human resource related legislation
- Review and develop risk management program
- Develop volunteer policies and network

**Leads:**

- Chief Administrative Officer
- Human Resources Manager
- Senior Managers and Supervisors

Strategic Direction for the Corporation:

## 5.5 Finance

### Actions:

- Introduce/expand activity based accounting methods as a tool for evaluation and assessment
- Aggressively identify and review revenue generation options
- Continual identification and implementation of process cost reductions
- Continue implementing appropriate benchmarking
- Implement financial projections

### Leads:

- Treasurer
- Budget / Auditor General
- Chief Administrative Officer
- Senior Managers
- Staff

Strategic Direction for the Corporation:

## 5.6 Facilities and Infrastructure

### Actions:

- Develop a Financial and Capital Asset Management System for municipal infrastructure and other tangible capital assets
- Development long term plan for facility management
- Implement key recommendations as outlined within the Major Recreation Facility Strategy 2010
- Pursue opportunities within the Beaches, Parks & Trails Development Project Concept Report (2010)

### Leads:

- Manager of Operations
- Chief Administrative Officer
- Manager of Emergency Services
- Manager of Recreation
- Asset / IT Supervisor
- Deputy CBO / Facilities
- Economic Development Officer
- Planning Administrator
- Parks Supervisor

Strategic Direction for the Corporation:

## **5.7 Customer Service**

### **Actions:**

- Implementation of a customer service corporate culture through ongoing training and support
- Understand and evaluate customer requirements and satisfaction through the use of focus groups and surveys
- Measure the effects and success of efforts
- Ensure accessibility standards are met

### **Leads:**

- Chief Administrative Officer
- Communications Lead / Deputy Clerk
- Staff

Strategic Direction for the Corporation:

## **5.8 Economic Development and Tourism**

### **Actions:**

- To pursue the strategic initiatives as set out in the City's Economic Development Plan:
  - Business retention, expansion and attraction
  - Tourism development and marketing
  - Downtown revitalization
  - Education and training
  - First Nation partnerships
  - Health and social infrastructure
  - Economic and tourism infrastructure
  - Communication

### **Leads:**

- Economic Development Officer
- Lake of the Woods Development Commission
- Chief Administrative Officer
- Council

Strategic Direction for the Corporation:

## 5.9 Leadership

### Actions:

- Build on First Nations initiatives and relationships
- Play a key partnership or stakeholder role in regional initiatives and activities
- Use City's infrastructure, operational assets, and professional resources to provide services to region and other communities on a business case/fee for service basis as appropriate
- Facilitate and encourage the development of the services sector (both public and private) within the community to cater to the region
- Review opportunities for strategic partnerships with the private sector and / or other stakeholders

### Leads:

- Council
- Chief Administrative Officer
- Partners and Stakeholders as appropriate

Strategic Direction for the Corporation:

## 5.10 Environment

### Actions:

- Optimize waste diversion and recycling within municipality
- Ensure compliance with Clean Water regulations
- Actively support and participate in initiatives related to safeguarding water quality on Lake of the Woods, including public education
- Pursue green initiatives and conservation efforts, including sustainable energy policies, as available based on business case scenario

### Leads:

- Operations Manager
- Kenora Hydro President & CEO
- Chief Administrative Officer
- Council

# Kenora Vision 2015 – Graphic Representation

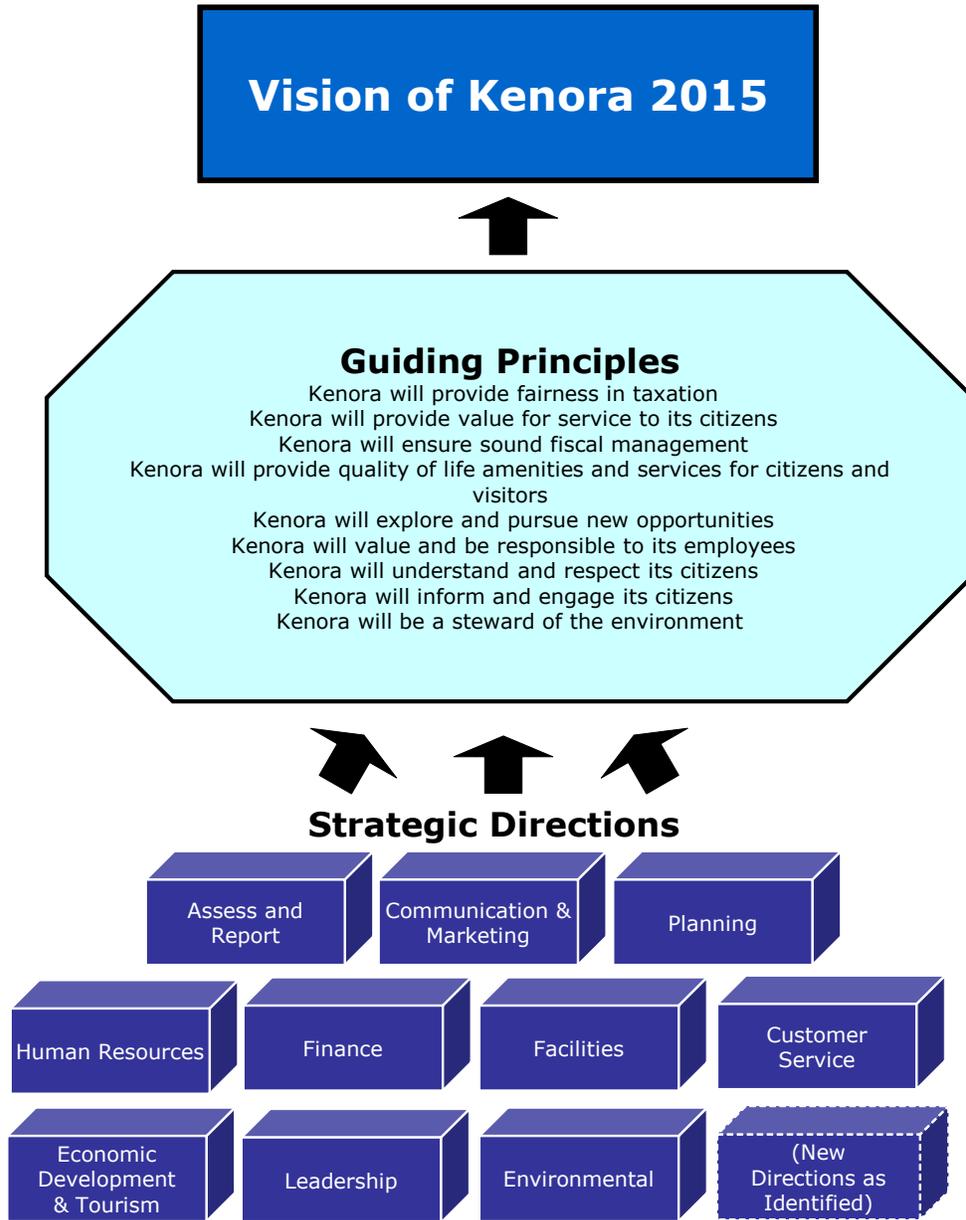


Figure 2

## **6.0 Implementation**

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Administration and monitoring of the implementation of Kenora Vision 2015 will be the responsibility of an Implementation Team. The Implementation Team will be composed of the Chief Administrative Officer, two Councillors as appointed by City Council, and members of Senior Management (as required by the Implementation Team).

The Implementation Team will be tasked with:

- Finalizing of an implementation plan, complete with target dates;
- Setting of a monitoring and review schedule;
- Receiving regular updates on progress on initiatives and strategic directions; and,
- Identifying, reviewing, or forwarding revisions, alterations, and updates in the corporate strategic plan or its components.