



**City of Kenora  
Strategic Planning**

# **Kenora Vision 2009**

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Planning Department

## CONTENTS

Mayor’s Message .....	3
Chief Administrator’s Message .....	4
1.0 INTRODUCTION .....	5
2.0 VISION OF KENORA 2009 .....	6
3.0 GUIDING PRINCIPLES FOR THE CORPORATION .....	7
4.0 CORE BUSINESS OF THE CITY OF KENORA .....	8
4.1 Operations.....	8
4.2 Community Services .....	8
4.3 Planning and Development .....	8
4.4 Emergency Services .....	9
4.5 Finance and Administration.....	9
4.6 City Clerk .....	9
4.7 Human Resources.....	10
4.8 Chief Administrative Officer .....	10
4.9 City Council.....	10
4.10 KMTS .....	11
4.11 Kenora Police Service .....	11
4.12 Kenora Hydro .....	11
5.0 STRATEGIC DIRECTIONS FOR THE CORPORATION .....	12
5.1 Assess and Report .....	12
5.2 Communications.....	12
5.3 Planning.....	12
5.4 Human Resources.....	13
5.5 Finance .....	13
5.6 Facilities .....	14
5.7 Customer Service.....	14
5.8 Economic Development and Tourism .....	15
5.9 Leadership.....	16
5.10 Environment.....	16
KENORA VISION 2009 – GRAPHIC REPRESENTATION Figure 2 ...	17
6.0 IMPLEMENTATION.....	19

## **Mayor's Message**

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*In order to truly succeed we need to know what we want, plan for how we are going to get it, and act on that plan. In Kenora Vision 2009 the Corporation of the City of Kenora has set its vision of success, the values we will use when deciding on our actions, and the strategic directions we will undertake to achieve the Vision. As the Kenora 2007 title states, we will be LEADING THE WAY. This will provide direction for our City going forward until 2009.*

*I applaud the commitment of Council and Staff in working together to develop this strategic plan even though we face many challenges.*

*Our vision of the future may be ambitious, but we will reach it. We will reach it through continued cooperation and hard work. We will reach it through each person within the Corporation of the City of Kenora assessing their own activities, tailoring them, and striving to bring us closer to the Vision each day. It is not just through planning, but through actions that success is achieved. Success is achieved the same as any other victory, by working as a team – TEAM KENORA.*

*Kenora Vision 2009 is the City's commitment to action.*



*David Canfield  
Mayor*

## **A Message from the Chief Administrative Officer**

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### ***Chief Administrative Officer's Message – 2009 Strategic Plan***

*The 2009 City of Kenora Strategic Plan reflects Council's commitment to providing quality of life for Kenora residents and is a continuation from our initial post-amalgamation Plan, Kenora Vision 2007 – Leading the Way. It provides the blueprint that will guide the City's work over the next two years.*

*The actions as set out in each of the Department's Strategic Directions outline how the goals of the Strategic Plan will be achieved and provide direction to City staff as they execute the plans and navigate through the challenges and opportunities that lie ahead.*

*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 and we will report to Council and the public on our progress. Strong linkages will be maintained between the 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 commitment and support provided by Council and our staff in working cooperatively to develop this Plan and I am confident that as we move forward, this Plan will enable us to meet the challenges facing our community.*



*William Preisenzanz  
Chief Administrative Officer*

## **1.0 INTRODUCTION**

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

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

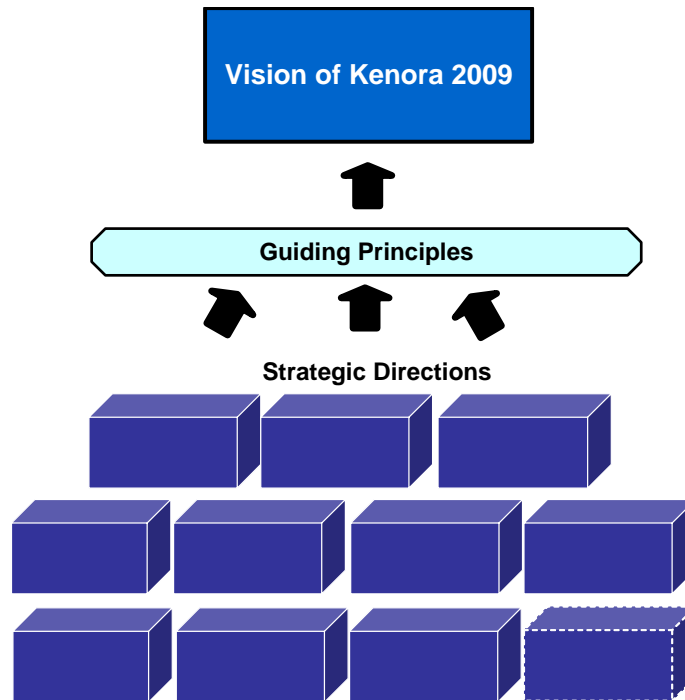
The process of developing a strategic plan allows those within the corporation to step back from daily activities and to think about and plan for the future of the corporation and the community it serves. The process also allows individuals within the corporation, both staff and Council, to discuss and 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 2009 – 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 2009, 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 2009 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.

## **2.0 VISION OF KENORA 2009**

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In 2009 the City of Kenora will operate as a cohesive and singular entity. 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 life long 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. The community will have a modern and competitive telecommunications infrastructure to support new industries. As well, 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 the ratepayer
- 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.

### **4.1 Operations**

#### **Core Business**

- Roads and bridges / public works
- Engineering services
- Fleet and warehouse
- Solid waste
- Water and sewer
- Building inspection services / Chief Building Officer

### **4.2 Community Services**

#### **Core Business**

- Recreation Services
- Parks, Open Spaces and Cemetery
- Museum
- Library
- Day Care
- District Service Area Board (Ontario Works)
- Facilities Management

### **4.3 Planning and Development**

#### **Core Business**

- Land Use Planning functions
- Municipal Property Disposition and Property Acquisition
- Signage
- Economic Development
- Strategic Planning

#### 4.4 Emergency Services

##### **Core Business**

- Emergency Response
- Fire Prevention and Public Fire Education
- Fire Administration
- Communications/Resource Centre
- Training and Education
- Maintenance
- Support Service

#### 4.5 Finance and Administration

##### **Core Business**

- Customer service
  - Reception
  - Licensing
  - Payments
  - Vital Statistics and Central Records
  - Marketing
  - Telephone Directory Production
  - Billing
  - Provincial Offences
- Information Technology
- Taxation
- Financial management
- Accounting services
- Budgets
- Regulatory compliance
- Internal audit
- Records management and Licensing

#### 4.6 City Clerk

##### **Core Business**

- Liaison between public and Council
- Secretarial support for Council and Committee of the Whole
- Conduct municipal elections
- Custodian of original Council and Vital statistics records
- Freedom of Information coordination

## 4.7 Human Resources

### Core Business

- Human resource planning
- Staff recruitment
- Staff selection
- Health and safety
- Union relations/negotiations
- Insurance and Risk Management

## 4.8 Chief Administrative Officer

### Core Business

- Advise Council in matters of policy development
- Initiate, administer, and ensure implementation of City policy
- Supervisory responsibility for Senior Managers
- Provide leadership in future planning and service delivery for the City
- Liaison between Council, senior government agencies, the public, and staff
- Labour agreement negotiations
- Representative on various boards, special committees, and special purpose organizations

## 4.9 City Council

### Core Business

- Governance
  - Policy
  - Budgets
  - Infrastructure
- Strategic planning and setting of priorities
- Economic Growth and Diversification
- Acting as a resource, and sounding board, to staff
- Act as the public face of the City

## 4.10 KMTS

### **Core Business**

- Provide local and regional telecommunications services ie. telephone service, long distance service, telephone sets, Internet access/web hosting, network services, payphones, telephone directory, cellular and paging
- Provide telecommunications services to approximately 8000 customers in Kenora and Northwestern Ontario

## 4.11 Kenora Police Service

### **Core Business**

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

## 4.12 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

## **5.0 STRATEGIC DIRECTIONS FOR THE CORPORATION**

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Strategic Direction for the Corporation:

### **5.1 Assess and Report**

**Actions:**

- Complete a post amalgamation financial analysis report
- Complete a post amalgamation staffing analysis report
- Complete an analysis of the overtime payouts and policies for the City of Kenora
- Develop a set of optional “area rating” scenarios and corresponding financial analysis of the impact to the City ratepayers
- Conduct a Municipal Service Delivery Review for water/sewer, roads and solid waste management

**Leads:**

- Manager, Finance and Administration
- Chief Administrative Officer
- Departments

Strategic Direction for the Corporation:

### **5.2 Communications**

**Actions:**

- Review internal communications and make recommendations for improvements between Council, Managers and Staff
- Review external communication and develop a strategy to improve communications with the media and public
- Further explore opportunities for using appropriate electronic communication systems (i.e. community portal)
- Monitor and evaluate public/client expectations, needs, and satisfaction (see Customer Service)

**Leads:**

- Manager, Finance and Administration
- Customer Service Co-ordinator
- Human Resource Manager

Strategic Direction for the Corporation:

### **5.3 Planning & Development**

**Actions:**

- Engage in implementation of corporate strategic planning
- Provide administrative support for the Performing Arts and Conference Centre Committee
- Prepare land use plan for Coney Island

- Co-ordinate Downtown Revitalization Initiatives
- Development of an economic development program, and economic development strategy

**Leads:**

- City Planner
- Chief Administrative Officer
- Operations Manager
- Council

Strategic Direction for the Corporation:

## **5.4 Human Resources**

**Actions:**

- Institute and utilize training plans for staff in all departments
- Ensure staffing plans are in place for all departments – coordinate with departmental and corporate strategic plans
- Retention and succession planning for senior staff positions
- Utilize extended testing and evaluation to ensure new staff are qualified and appropriate for positions
- Build on staff commitment and teamwork by providing clear and effective mechanisms for staff communication and involvement

**Leads:**

- Chief Administrative Officer
- Human Resources Officer
- Department managers

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
- Identify municipal services more appropriately delivered on a full cost recovery basis
- Continue in implementing appropriate benchmarking
- Develop a five (5) year plan for tax rates

**Leads:**

- Manager Finance and Administration
- Chief Administrative Officer
- Senior management
- Staff

Strategic Direction for the Corporation:

**5.6 Facilities and Infrastructure****Actions:**

- Develop a Financial and Capital Asset Management Plan
- Extend analysis to other assets and relate functions and demands (e.g. land, rolling stock, infrastructure)
- Analyze need, and requirements, for new Emergency Services Centre
- Development Asset Management Program for municipal infrastructure
- Development long term plan for facility management

**Leads:**

- Manager of Operations
- Manager of Finance and Administration
- City Planner
- Chief Administrative Officer
- Manager of Emergency Services
- Manager of Community Services

Strategic Direction for the Corporation:

**5.7 Customer Service****Actions:**

- Ensure extension and implementation of a customer/people service culture across the corporation through ongoing training and support
- Understand, target, and evaluate customer/public wants, demands, and satisfaction through the use of focus groups and surveys
- Measure the effects and success of efforts
- Treat everyone with respect, kindness, and consideration

**Leads:**

- Customer Services Coordinator
- Manager, Finance and Administration
- Staff

## 5.8 Economic Development and Tourism

### **Actions:**

- Ensure appropriate supplies of land and services are in place to meet the demands of business and industry
- Ensure the City of Kenora provides the quality of life amenities and infrastructure/services needed to attract new investment and retain current citizens
- Use external resources (e.g. Lake of the Woods Business Incentives Corporation (LOWBIC) as appropriate
- Complete a economic development strategy defining specific goals and objectives in concert with key stakeholders (e.g. LOWBIC, Chamber of Commerce)
- Administer a formal service agreement with LOWBIC linking financial support to specific tourism and special event/Harbourfront activities, including; deliverables, and financial accountability, along with quarterly written and financial reports
- Undertake specific infrastructure projects in support of economic development, tourism and diversification goals. Major projects in development or consideration currently include:
  - Tunnel Island and “The Rat Portage” heritage site
  - Performing Arts and Conference Centre
  - Downtown Revitalization
- Utilize the City’s utility corporations (KMTS and Kenora Hydro) to facilitate diversification and economic development by deploying and offering competitive, attractive, and new energy and telecommunications service options for business
- Identify, evaluate, and pursue positive public-private partnership opportunities that may lead to economic development and diversification. Again, utilize the City’s utility corporations where appropriate

### **Leads:**

- City Planner
- Economic Development Officer
- Chief Administrative Officer
- Council
- General Manager KMTS
- General Manager Kenora Hydro

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

### Leads:

- Council
- Chief Administrative Officer

Strategic Direction for the Corporation:

## 5.10 Environment

### Actions:

- Optimize waste diversion and recycling within municipality
- Ensure compliance with Clean Water regulations
- Participate in "Lake of the Woods Water Quality" forums

### Leads:

- Operations Manager
- City Planner
- Chief Administrative Officer
- Council

## KENORA VISION 2009 – GRAPHIC REPRESENTATION

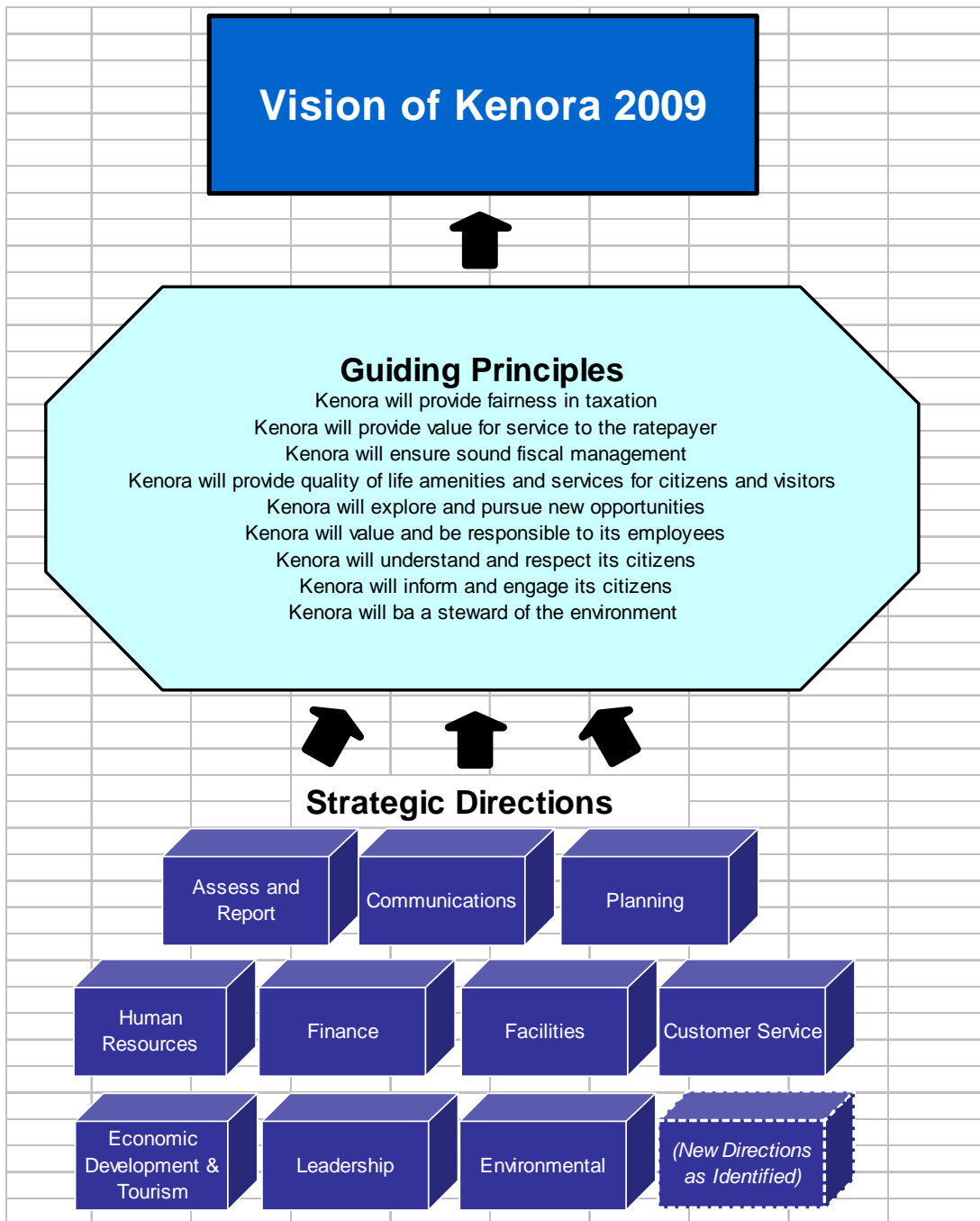


Figure 2



## **6.0 IMPLEMENTATION**

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Administration and monitoring of the implementation of Kenora Vision 2009 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 strategic plan or its components.