

City of Kenora

Strategic Plan: 2015-2020

2019 Progress Report

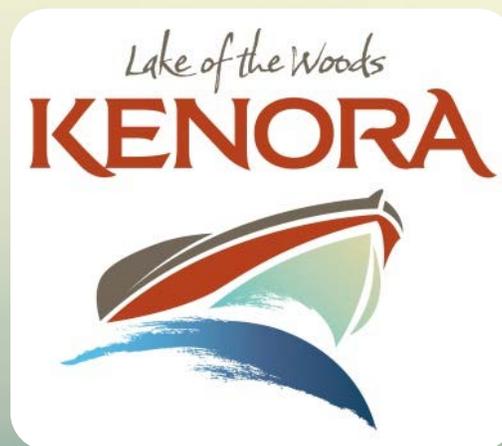


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INTRODUCTION

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

This is the fifth progress report highlighting projects and actions by City departments in fulfilling the priorities under the Strategic Plan. Similar to previous reports, the 2019 Progress Report tracks annual progress in order to gauge success in implementing action areas within the Plan and identify areas of improvement.

The commentary underneath each action reflects the work of the departments and arms-length agencies governed by the City of Kenora. They include information on the various projects completed in 2019 as well as discussions on new developments that emerged last year. In the appendices, the scorecard offers an evaluation of corporate actions according to the degree of progress made in implementation for the previous year. There are several actions for which the City has consistently undertaken throughout the span of the Strategic Plan and the commentary will not differ from year to year.

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 2019, the City's Economic Development Officer and Northwest Business Centre (NWBC) Manager continued to co-chair the Regional Economic Development Group. This body focuses on sharing best practices and collaborating on projects that support economic growth in the Kenora District. There was also continued implementation of a "Team Kenora" approach, which is an inter-departmental approach to development. This had been adopted in 2018 to ensure opportunities are identified early and potential issues to development are addressed proactively.

The Harbourfront Business Development Plan was completed in 2019 and accepted by Council. Funding approval was received in 2018 and as a result of this initiative, the City has a Master Plan for the Harbourfront that: identifies business opportunities; examines improvements to the public realm; examines current parking inventory; and considers the lake as a natural resource.

Last year also marked the first year of allocating the 4% Municipal Accommodation Tax (MAT) by the Lake of the Woods Development Commission. The introduction of this tax increased the budget to approximately \$350,000 annually, representing a significant amount of monies that the City can now utilize, without having to tax local rate payers.

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

To foster stronger relations with the business community, the NWBC hosted a number of workshops in 2019, including the Social Enterprise Roundtable in partnership with the NORDIK Institute that welcomed over 70 attendees to Kenora. The workshop shared knowledge on existing social enterprises in the region, their contributions to resilience and sustainability, ways to support their development, communicate their value and develop a business plan. A Branding workshop and a four-week workshop series also took place on Financial Health for Business in partnership with Lake of the Woods Business Incentive Corporation (LOWBIC) and MNP. The workshop series covered topics like "Creating Cash Flow Projections", "Bookkeeping 101", "Understanding Financial Statements" and "Tax and Business Structures."

The Northwestern Ontario Innovation Centre Kenora office was launched in January 2019, which shared space with the Northwest Business Centre (NWBC). One full-time person was hired and one part-time employee. Both organizations worked closely together to provide business support services and programs that best fit the client's needs.

In October, the NWBC partnered with the Business Development Canada (BDC), Kenora and District Chamber of Commerce (KDCC), LOWBIC and Economic Development to host a series of Small Business Week events in Kenora. Nine events were hosted with over 250 people in attendance and 31 sponsoring organizations, which was an increase of 5 from 2018. Presentations included topics from FSET on proactive tips to safeguard small businesses, and from the local MNP office on the tax and administrative differences between sole proprietorship and incorporation. Also during Small Business Week, a Biz Crawl was hosted in partnership with the Young Professional Network (YPN) in Kenora, where the event attendees visited local businesses to hear their business stories first-hand. The week of events wrapped up with the signature Business Appreciation Reception, where all business owners were invited to celebrate their successes.

During the summer, the LOWDC partnered with the Harbourtown Biz to deliver Super Summer Sundays and the Harbourtown Holiday Trail from mid-November to December 21st. Both are campaigns that aim to

collaborate with local businesses to coordinate local shopping and dining hours on Sundays in the summer months and support local businesses ahead of the winter Holiday season.

The City, LOWBIC, NWBC, Harbourtown BIZ, Northwestern Innovation Centre, Kenora and District Chamber of Commerce, and Kenora Hospitality Alliance continued to realize the benefits from strong partnerships and representatives from all met throughout the year.

The City submitted a successful application to the Rural and Economic Development (RED) program for delivery of a downtown beautification initiative in partnership with LOWDC and the Harbourtown BIZ. The project is budgeted for the 2020.

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

In 2019, there was one round of Starter Company Plus and two Kenora businesses were awarded a \$5,000 grant to assist with their venture, creating two jobs. In the last two years, 25 grants have been awarded and nine of those grants have been granted to Kenora businesses. The program will be re-launched in 2020 once an intern is hired. The Starter Company Plus program is funded by the Ontario government and provides one-on-one business training, business plan development, mentorship and the chance to receive funds for their business up to \$5,000.

A promotional video was created for the Summer Company program, which offers start-up money to kick off a new summer business as well as advice and mentorship from local business leaders to help get the business up and running. The video featured four Summer Company alumni, which included a Kenora business owner. It was shared around the region.

For the second summer, the NWBC partnered with Head Start in Business to host a Youth Enterprise Day Camp in Kenora and an Amazing Entrepreneurial Race at Beaver Brae Secondary School to for high school students in the fall.

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 City and the LOWDC continued to promote of key sectors including tourism, mining, forestry, manufacturing, housing and health care. In 2019, the competitive advantage analysis project was completed after a funding application was submitted in 2018, following the recommendation in the Investment Readiness Assessment. The Sector Services Working Group met quarterly to discuss labour force issues and a hiring fair was hosted May 6, at Seven Generations Education Institute.

The Harbourfront Business Development Plan was completed in 2019, after the City received funding support from the Northern Ontario Heritage Fund Corporation and FedNor in 2018. The Plan identifies a balance of public amenity improvements and commercial development opportunities and includes renderings, high level cost-estimates, potential phases for implementation and considerations for amendments to the Zoning By-law and Official Plan. An open house was hosted in November 2019 for the general public and input was incorporated into the master plan for presentation to City Council.

Another recommendation from the Investment Readiness Assessment was to complete a Vacant Land Supply and Growth Analysis. This project was initiated in 2019 and will be completed by spring 2020. The project allows the City to identify and market municipally-owned properties with investment potential. Once completed, the City will have a series of action plans designed to ensure vacant lands within the municipality can be surplussed for their highest and best use.

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 Lake of the Woods Development Commission (LOWDC) continued the implementation of the 2017-2019 Strategic Plan in five key areas: Creating an Open for Business Culture, Collaborating on Housing Development, Advancing Kenora's Brand Promise, Pursuing Opportunities for Indigenous Engagement, and Encouraging Younger Generations to Live and Work in Kenora. 2019 was also the first year that the LOWDC allocated funds from the MAT, which helped support a variety of projects in alignment with both the City's and the LOWDC's strategic plan.

Given that the LOWDC's Strategic Plan expired at the end of 2019, the City applied to NOHFC for funding to deliver a five-year economic development and tourism strategy that will provide a clear and detailed action plan for the use of MAT revenues to ensure they are utilized effectively, transparently and in alignment with the City's broader economic and tourism development objectives.

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'.

In 2019, the City continued to deliver on the recommendations from the Investment Readiness Implementation Plan which was completed in 2018. One of the recommendations in the assessment was to retain external support to conduct an analysis of the advantages and challenges faced by Kenora when attracting investment and development compared to other communities. The Competitive Advantage Analysis project was finished in 2019.

Another recommendation of the Investment Readiness Implementation Plan was to revise the City's site plan control process in order to streamline applications with the removal of the public meeting requirement. Council decided to continue this exclusion in 2019, following a second policy review.

The City has also continued to implement the Team Kenora multi-departmental approach to development to ensure that opportunities are identified early and potential issues are addressed proactively. City staff worked closely with residents and visitors on their development plans to ensure compliance and success.

1-3 The City will continue to 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, Indigenous Peoples, provincial and federal governments.

The City continues to maintain a relationship with Avalon Advanced Materials and the completion of the competitive advantage analysis project enabled the City to compare Kenora to other regional communities.

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, Indigenous Peoples, provincial and federal governments.

In 2019, the City provided comments on the Ontario government's draft forestry strategy and expressed support of any efforts to build resiliency to withstand fluctuations on wood products to the U.S. The City is supportive of the Province's priority to promote forest product innovation and diversification and looks forward to the final strategy being released in 2020.

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.

In 2019, the City undertook several Expressions of Interest for municipally-held properties and received funding approval from NOHFC for the delivery of a Vacant Land Supply and Growth Analysis project. As such, the City was able to expand the project scope to profile strategically important privately held/Crown lands. The project is anticipated to be completed in early 2020.

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

Communications occur with individual business during ongoing business development; however, no active communications/education programs had been put in place in 2019.

The Vacant Unit Rebates for any partial vacancies or building portions was eliminated for the 2019 tax rates, and excess land was reduced to 15% for the commercial and industrial property classes. The intent of removing the rebates is to encourage the use of vacant properties in support of vibrant and sustainable communities. Other Ontario communities have also considered changes to their Vacancy Tax Rebate and Reduction Programs or have eliminated them entirely.

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

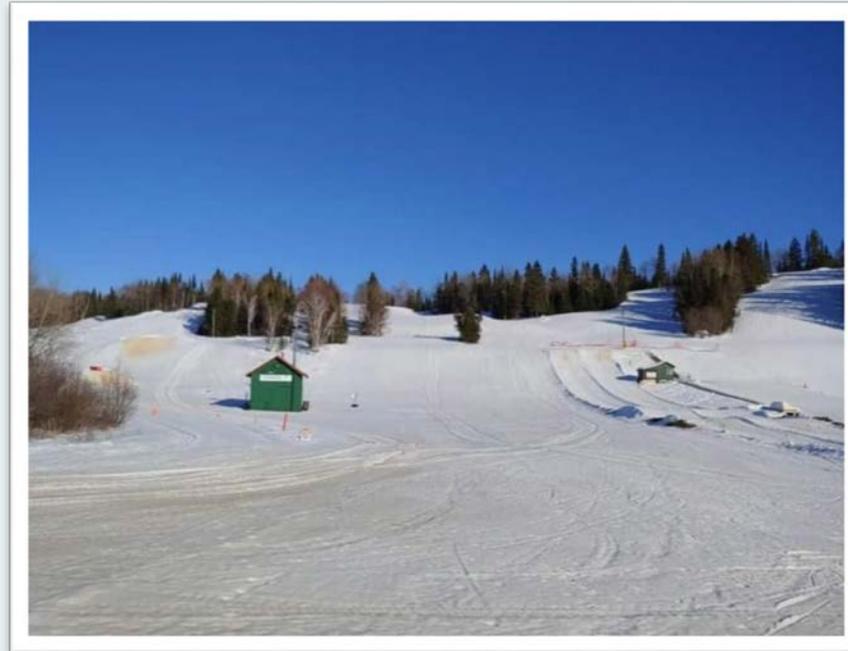
The Services Sector Working Group met throughout 2019 and as part of the group, the City led the organization of a job fair at Seven Generations Institute in May. The NOWBC also continuously promotes funding/grant opportunities for business development as well as job opportunities.

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

In March of 2019, the LOWDC participated in a planning session to develop a one year work plan for 2020. Funds from the Municipal Accommodation Tax (MAT) revenue amounts were allocated to assist a number of projects and partnerships, including Mount Evergreen Ski Club for operations support and partnership contribution for four-season destination development and business plan development.

The City hosted the first Matiowski Winter Market in December 2019 at the Seven Generations Education Institute, where over 90% of the 36 vendors were from Northwestern Ontario. A marketing plan was also delivered in partnership with the Kenora Hospitality Alliance and other community partners through three major campaigns (Your Backyard, Stay & Ski and Take a Hike). The campaigns focused on attracting visitors in the shoulder seasons.

Each year, the City sponsors numerous grant applications from community organizations that require a charitable status in order to apply for funding. In 2019, sponsorships included supporting the Kenora Nordic and Biathlon (KNBC) on their application to the Kenora & Lake of the Woods Regional Community (KLWC) Foundation for the purchase of range mats. The City also supported the Kenora Rowing Club on their application to the KLWC for the purchase of 3 rocket hubs and stroke coaches.



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.

In early 2019, City staff became aware of a Strategic Infrastructure Program through the Northern Ontario Heritage Fund Corporation (NOHFC) and a Phase 1 proposal was submitted in March 2019 and deemed successful to enhance the mezzanine level of the Kenora SportsPlex. By May, 2019, volunteer fundraising activity continued to grow, leading to a Phase 2 submission under the same program. City staff also partnered with the Kenora SportsPlex to apply for Ontario Trillium Foundation funding under the Capital Investment Stream for the same project.

Each week, the City publishes the “What’s Happening in Kenora” schedule across various media platforms, such as Tourism Kenora, on the Stay in Kenora website, through email, etc. The document compiles a list of events, activities, and other happenings that take place in Kenora.

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

Through the dock repair program with additional budget from the Municipal Accommodation Tax (MAT), City staff undertook extensive repairs to docks at the Keewatin Wharf, Coney Island and the Harbourfront public docks. Repairs included replacing cleats, pressure washing and adding bumpers. The boat launch at the Keewatin Wharf (beside Two Bears Marina) was also replaced. Lastly, an additional dock was added on the Winnipeg River side of the Keewatin boat launch.

City staff continue to work on recruiting boating related events 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.

With the approval of the 4% Municipal Accommodation Tax (MAT), proceeds go towards Tourism and Economic Development related projects and the City continues to support event organizers and community partners on various tourism related projects. The Lake of the Woods Development Commission and Tourism Kenora supported four events in 2019: Tryptych Productions, Oktoberfest, Artsfest & Harbourfest) under its special events grants program. Also in the summer of 2019, Tourism Kenora partnered with Q104 to host a community event on the Kenora Harbourfront in order to break a world record of the largest gathering of people wearing plaid. 1,359 people attended the event wearing plaid, and beat the old world record by more than 300 participants. Kenora's achievement will be included in the 2019 edition of the Guinness Book of World Records.

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.

Both the Roads Division and Water and Wastewater Division continued to utilize in-house staff and resources to maintain current infrastructure. This eliminates the high cost of contractors and allows the City to be more responsive in addressing issues.

Capital projects in 2019 were largely based off of condition inspection programs for roads and sanitary sewer. 2019 also marked the first full year of having the City of Kenora Climate Change Adaptation and Resilience Study available for asset management planning purposes.

The City Operations and Infrastructure Department accomplished a lot in 2019 and investments were made in improving roads, water & sewer lines, sidewalks, pumping stations, storm drains, bridges, and more to ensure quality services were delivered. Highlights include: 4,640 meters of gravel road surface treatment; 440 meters of sewer lines replaced; \$1M bridge replacement (Coker Road); \$1.3M bridge maintenance, and \$7M towards Downtown Revitalization.



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

The City of Kenora budget for 2019 included estimated capital expenditures of \$1.6 million on City bridges alone, before accounting for regular and unusual maintenance which added up to more than \$1.36 million. Moreover, the budgeted capital spending on roads for 2019 was an additional \$1.7 million, representing a combined \$4.7 million on roads and bridge capital works.

In October of 2019, the Ontario Government announced \$3.9 million to help reconstruct Railway Street, under the Rural and Northern Communities Funding Stream, for which the City was very grateful. The total reconstruction of Railway Street is expected to cost nearly \$6 million and will be completed in three phases. Staff have been diligent in seeking out grants such as this, but grants and grant approvals are both infrequent and unpredictable. The City continued to heavily advocate for funding from other levels of government to help reduce the infrastructure deficit. With the replacement value of the City's bridges alone over \$100 million, this has been continually reinforced among elected officials in the provincial and federal governments.

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

The City entered into a 6 year agreement with the Kenora Central Ambulance Communications Centre (CACC) and Lake of the Woods District Hospital, following discussions on updating and changing the expiring Fire Dispatching Services Agreement. This agreement was an integral part to fire and emergency services operations and communications in the Kenora area. Other emergency dispatching options/companies are considerably more expensive, require additional purchases/upgrades for radios, and would take the service outside of the City of Kenora.

The City continued to use and promote Everbridge Kenora Alerts as the primary tool to inform the entire City of a serious emergency. The system is ready to go in the event it is needed and can only be effective if residents have registered.

In June 2019, the Kenora Fire and Emergency services, CP Rail, City services, OPP, EMS, Ministry Agencies MOECC Spills Action Centre, CANUTEX, Kenora Emergency Control Group and the Kenora Emergency Program Committee all took part in a mock train derailment exercise. The purpose was to test response to an active derailment and spill.



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

The City's Multi-Year Accessibility Plan (2019-2022) identified numerous priorities and commitments to eliminating barriers and improving accessibility. One of which, was replacing the Kenora Library's ramp by 2020 as an action item. A grant application under the Enabling Accessibility Fund was successful in 2018 and majority of the construction was completed in 2019.

The Province of Ontario announced an additional \$125 million through the new Municipal Modernization funding program, which small and rural municipalities across the province would have access to. The City submitted an expression of interest at the end of the year to undertake a service delivery review with the goal of finding efficiencies without eliminating frontline services. It is expected that a review will be completed in 2020.

Phase IV of Downtown Revitalization commenced in spring 2019 and the official opening of the extended First Street South to the new round-about took place in October. The City invested approximately \$7 million (which included government funding support) to replace water and sewer infrastructure near end of life as well as to reduce traffic congestion in the City's downtown during the busy summer months.

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

The City continued to support the three Community Improvement Plans, which include housing-related incentives in the Harbourtown Centre area and Keewatin. In 2019, the City approved the first housing-related grant program since the Plan was amended in 2017 to include those incentives. It is anticipated that additional applications under the housing grant programs will come forth in 2020.

The City continued to partner with the Kenora District Services Board (KDSB) and private developers to encourage new housing developments. In 2019, the City worked with the KDSB to find suitable properties to accommodate a variety of housing types. The Vacant Lands Supply and Growth Analysis Project was another mechanism of encouraging housing partnerships.

Council also passed a resolution in August 2019 to support an application by the KDSB to the Federal Government's Reaching Home program to help address the current housing and homelessness crisis.

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.

In 2019, Council approved a Municipal Capital Facilities By-law for Municipal Housing Project Facilities. This was the result of a recommendation from the "Enabling Affordable Housing Action Plan (2018)" and will allow the municipality to provide support for affordable housing projects in the City.

In April 2019, Council approved a resolution to place one-time funding payment from the Ontario Government in the amount of \$725,000 into a reserve for the purposes of providing municipal servicing for future housing development.

Council also approved several municipally-initiated applications under the Ontario *Planning Act* for “Public Uses” and the creation of a “Small Home Zone”. These amendments to the City’s Official Plan and Zoning By-law assisted in removing barriers to affordable housing, such as permitting smaller homes and supportive housing in specific zones/one a case-to-case basis.

In May, the City of Kenora initiated an Official Plan and Zoning By-law Amendment to permit public agencies to develop housing in most zones and designations. This also included a new definition of supportive housing.

To help support a supportive housing development by the KDSB, the City approved funds to redevelop the Evergreen Community Club Rink and extend water servicing.

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

The City was successful in securing funding from NOHFC for the purpose of a Vacant Land Supply and Growth Analysis Project in which lands are to be assessed with a lens to develop them to fulfill municipal priorities such as housing. The project was expanded to include strategically held crown/private lands and was largely completed in 2019. The City also undertook several Expressions of Interest for strategic municipal properties and have been working with interested developers on draft site plans.

In November, Council approved both an Official Plan and Zoning By-law Amendment on the Former Abitibi Mill Site to allow for a mix of commercial, light industrial and residential uses. This is intended to be the catalyst for future development applications.

City staff were approached by Harvest Kenora, a sub-group of Climate Action Kenora, which is comprised

of local gardeners who wished to convert the northwest corner of Millennial Park in Keewatin to a collective urban micro farm for the growing season of 2019. Council approved their request and went on to approve a second request in December 2019 to expand their existing garden footprint to allow for the erection of small structures. By November 2019, total harvest weight was 324 kg across 27 crops in the harvest.

2-8 The City will, in partnership with Grand Council Treaty 3, Wauzhushk Onigum Nation, Ochiichagwe’Babigo’Ining First Nation, and Obashkaandagaang First Nation, 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.

The Common Ground group continued to be engaged in 2019 on policies that pertain to Tunnel Island and other projects that affect Indigenous peoples. The Group was also engaged as part of the way-finding program which was completed in 2019.

Embracing Anishinaabe and Metis Culture is a major goal of the Harbourfront Business Development Plan which led to an expanded need for deeper and ongoing discussions with Indigenous communities at all stages of the project.

In 2019, several meetings took place with local First Nations and Metis communities and Elders to discuss desired elements of the Harbourfront Business Development Plan, which included the Kenora Metis Council and the three First Nations in the region: Niisaachewan Anishinaabe Nation (formerly Ochiichagwe’Babigo’Ining Ojibway nation), Wauzhushk Onigum Nation, and Obashkaandagaang First Nation. Notes from those meetings can be found in the final Plan, which was presented to Council December 2019.

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

Under the leadership of the Lake of the Woods Museum, construction of the new \$4.5 M Art Centre was

completed and officially opened in fall 2019. The opening show included the landmark donation of 65 local Walter J. Philips works, as well as a focus on Professional Native Artists Inc. and the Triple K Cooperative. The addition of this cultural asset to the City's leisure amenities will encourage tourism and economic activity.

The City's Multi-Year Accessibility Plan (2019-2022) identified replacing the Kenora Library's ramp by 2020 as an action item. A grant application under the Enabling Accessibility Fund was successful in 2018 and in 2019, the project was largely completed.

The City applied for funding through the Investing in Canada Infrastructure Program – Community, Culture and Recreation Stream, for two projects: the development and construction of a new baseball diamond fourplex and for a Kenora Recreational Centre Rehabilitation project. A response from the Province on whether or not the City was successful in their applications is expected to be received in summer 2020.

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

The LOWDC in partnership with the Kenora Hospitality Alliance, Harbourtown Biz, LOWBIC and Destination Ontario developed a trails and tours app, which was launched in 2019. The app includes three tours – Historical, Mural, & Cemetery along with all of the urban trails. Points of interest are included as well.

The City entered an agreement with Twenty-One Ventures Inc. so the company could operate a floating water park off the beach at Norman Park. It officially opened in June, 2019. The project fulfilled one of the recommendations in the 2010 "Beaches, Parks & Trails Plan", which was to expand its attractions by incorporating an aqua park at one of our beaches, by partnering with the private sector.

The accessible Rotary Splash Park also opened in summer 2019, after the City partnered with the Rotary Club to submit a successful funding application to the Ontario Trillium Foundation. Council also approved additional funds to complete the construction of barrier-free washrooms at Norman Park, as well as to

create an accessible trail from the upper parking lot to the washrooms. Having a barrier-free trail and washroom was a key component to the Splash Park project.

In May, 2019 Council also sponsored the Kenora Urban Trails Committee for their application to the Kenora & Lake of the Woods Regional Community Foundation to support the purchase of two water bottle filling stations. Recent and upcoming developments at two City parks linked to the Kenora Urban Recreation trails will increase the number of people using the parks and trails.



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.

In September, 2019, the City joined more than 800 local Councils, which included more than 30 Ontario municipalities that declared a climate emergency. The City recognizes that the impacts of climate change are already being felt across the globe through rising temperatures, shifting rain patterns, increased storm intensity and rising sea levels. Magnitude and frequency of severe weather events will increase and impacts will intensify. City staff identified a funding opportunity through the Federation of Canadian Municipalities (FCM) Green Municipal Fund for a sustainable neighbourhood action plan, which would allow the City to undertake a planning process to fulfill the intent and objectives under the resolution. As a result, Council approved \$40,000 to be built into the City's 2020 Capital and Unusual Spend Budget. A formal application to the program was applied for in early 2020.

In embedding a new risk module as part of the City's asset management software, the City now has access to perceived vulnerability of assets given projected climate impacts. The City will be exploring options of restructuring the use of CityWide software to ensure that climate considerations can influence future capital infrastructure projects.

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.

LED lighting upgrades at the new Evergreen Community Rink project was completed in 2019. An Energy Saving and Natural Gas Retrofit also was completed at the end of January 2019. The project was to eliminate 120 kw per hour electrical heaters with new natural gas unit heaters.

The Community Energy Plan (CEP) was formally accepted by Council in 2019 after a draft was completed in late 2018. The Plan identifies short, medium, and long-term strategies to reduce energy consumption and increase energy efficiencies.

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.

City Council formally approved the Community Energy Plan in April 2019. The project originally commenced in 2017 with funding support from the Ontario government. The Plan outlines measures designed to reduce energy costs at municipal facilities and support conservation throughout the community.

As expressed in the 2018 progress report, the Fleet Division has considered fuel and energy reduction when purchasing new vehicles. In the example of reviewing opportunities to purchase electric vehicles, when comparing the budget vs. life expectancy, it was found that there would be little to no benefit outweighing what current practices are due to typical wear and tear, as well as damage from the elements (i.e. salt, harsh weather). As a result, it was determined that an electric vehicle would not reach the life expectancy in which the City would gain any substantial benefit from its use. There was also little information as to how factors such as salt and frigid temperatures would affect energy efficient vehicles such as electric cars and their batteries.

That said, when the Fleet Division does purchase a new vehicle, they do so with the intention of acquiring a unit that is up to date with current technology and always seeks to purchase the newest vehicles possible, which would by manufacturers' standards, keep the environment at the forefront.

Routine maintenance such as changing oil and air filters, keeping tires maintained and inflated with nitrogen, monitoring batteries and ensuring any fluid leaks are tended to immediately, all reduce impacts to the environment.

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.

Kenora Resource Consultants provided its annual report regarding water quality on Black Sturgeon Lake. The report indicated that the health of the water body has remained consistent and is not deteriorating over time.

The City entered into an extended five year agreement with the City of Dryden, as the existing Agreement was set to expire at the end of December 2019. The Agreement contracts the City of Kenora to haul the City of Dryden’s recyclable materials to Winnipeg on their behalf. Extending the Agreement optimizes waste diversion and mitigating risk of waste ending up in the landfill.

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.

Staff and Council held meetings with provincial ministries at conferences hosted by the Association of Municipalities of Ontario (AMO), Ontario Good Roads Association (OGRA), and Rural Ontario Municipal Association (ROMA). Discussions included topics such as funding for the reconstruction of Railway Street, policing costs, and program eligibility requirements to support infrastructure and housing developments.



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 organizational review recommendations have been implemented as appropriate and is now complete.

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

A separate report outlining the progress made in implementing the HRM Strategy will be provided at a later date.

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

A Community Code of Conduct policy was developed in 2019, which sets out expectations for relations between members of the public and City staff. The City recognizes that majority of residents in Kenora use City services and believes that all deserve an environment free of harassment and violence. De-escalation and customer service training will be offered in 2020.

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.

The City conducted its annual employee engagement survey in 2019, which touched on various aspects of employee empowerment and other metrics on engagement. 84% of respondents indicated that they felt they had the independence to make decisions about how to best perform their job.

Staff also attended all HR sessions related to this goal and training to supervisors is continually sought to strengthen leadership and customer service skills.

All senior managers and supervisory staff went through extensive leadership training to adopt a new leadership model which is based on employee engagement, empowerment and good faith decision making.

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

The City continued to implement its Health & Safety program, which offered a variety of training to staff throughout the year. The City also held its annual Health & Safety Refresher to review the program with all staff.

All City departments regularly meet the obligation of having monthly health and safety meetings, with good incident reporting procedures in place. Managers continually seek to go beyond the minimum and actively look to change the culture of the workplace such that supervisors view all accidents as preventable and are focused on being proactive rather than reactive.

Supervisory Staff completed enhanced investigation training and risk management training in 2019 to help with mitigating risks and identifying injury causes.

Soft tissue injuries are tracked each month and the City worked on bringing a consulting firm in 2020 to complete ergonomic assessments and job demand analyses for high injury rate positions.

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 City continued to follow the Succession Planning Policy in conjunction with the performance management program to identify those who are interested in promotions and outline the required steps and education to make them successful. The City recognizes the importance of working closely with those individuals that indicate and show an aptitude to grow within City departments.

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

The City continued partnerships with our Indigenous communities and is committed to building ongoing relationships through various partnerships and mutual partnerships on projects and activities. The Lake of the Woods Museum delivered a number of events that celebrated Indigenous history and strengthened cultural understanding.

In July, 2019 the Museum hosted the formal opening of the Jingle Dress exhibit in partnership with Ne-Chee Friendship Centre, Wassegiizhig Nanaandawe'iyewigamig, The Women's Council of Grand Council Treaty 3, and Ahze-mino-gahbewewin/Reconciliation Kenora. One of the new \$4.5M Art Gallery's opening exhibitions was "Gaa-nigaanii Onidaawiziwad/Leading Artists". It focused on Professional Native Indian Artists Inc. and the Triple K Cooperative, which were two organizations founded in the 1970s that did much to advance Indigenous art and artists and that have connections to Northern Ontario and Southwestern Manitoba.



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 Indigenous Partners, including cultural sensitivity training.

City staff have underwent cultural sensitivity and awareness training with members of Council, Senior Leadership Team members and key individuals in the organization that frequently have interactions with our Indigenous partners. The training included the group gathering in a circle, learning cultural importance and differences along with traditions that are important to the elders and members. This was a very worthwhile training exercise with staff attending feeling very appreciative to understand the cultural significance to many of the items learned.

The City actively worked to consult our Indigenous partners of projects and opportunities that the City works on. The new way-finding signage, which was largely completed in 2019, included reference in various languages including Ojibway and Cree to identify the significance of the various languages in our community. When historical signage that was misplaced was returned, the City invited our Indigenous partners to discuss what would be most appropriate to recognize and honour these pieces of art which hold Indigenous meaning.

The Common Ground partners also continued to work together to address the historical significance of these lands and the significance they hold to the area. Decisions on the lands are made jointly with guidance from elders and Indigenous partners with the vision of respecting the lands and the history that remain in our area.

The City also partnered with the Local Youth Council of the Youth Committee of Reconciliation and appointed one member of Council and one staff representative to join. The aim of the project is to bring young people into the conversation about what reconciliation means for them, set goals and actions that will help implement the Truth and Reconciliation Commission's calls to action in the Kenora area.

While there is still much work to do, the City will continue to renew our commitment to truth and reconciliation and build our partnerships to move the City forward with our Indigenous communities and opportunities.

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.

In 2018, the Ontario Government passed the Safer Ontario Act mandating municipalities to work with police services and local service providers in health care, social services and education to develop a community safety and well-being plan that proactively address locally identified community risks. Fortunately, Kenora's Substance Abuse and Mental Health Task Force (KSAMHTF) had been a leader in this practice prior to the legislation coming into effect and Kenora had maintained a Community Safety and Well-Being Plan since 2015.

In 2019, the City hosted a Community Safety and Well-Being Workshop in conjunction with the Canadian Municipal Network on Crime Prevention (CMNCP) and KSAMHTF. Alongside facilitating the workshop, CMNCP is helping draft a new CSWBP, following a number of knowledge-exchange sessions that staff participated in. There were a total of three different events on the issue of community safety. They included the Downtown Business Information Session, Community Safety Forums and the CSWBP workshop. All of these events involved collaborated with community partners such as the OPP, Northwestern Health Unit, Ne-Chee Friendship Centre and KDSB.

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 of Kenora Fire and Emergency Services Department (CKFES) continued to attend the bi-annual Kenora Fire District Mutual Aid Association meetings and administered the Ontario Fire Code through their

Fire Inspection Program. The Department had been approved to purchase shipping containers to develop Live Burn Fire Training Cells and began planning for the burn cells and training centre in 2020.

The CKES continued to work closely with City hall to share regular communication announcements and utilized the Kenora Fire Facebook page for fire safety information, messaging, and fire department information.

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

All City appointed committees are familiar with the Strategic Plan and emphasis has been placed on ensuring committee work links directly back to the strategic priorities.

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.

The City continued to support and collaborate with community agencies and strategic partners to implement their various strategies, as appropriate. In March, 2019, the City joined the Reconciliation Board of Kenora that works towards the implementation of the Truth and Reconciliation Commission's Calls to Action at the local level. This involved having a City Councillor and member of staff join the Board as Kenora representatives to the Local Youth Council of the Youth Committee of Reconciliation.

The City also supports various community agencies each year in grant applications to funding programs such as the Ontario Trillium Foundation and the Lake of the Woods Regional Community Foundation.

CONCLUSION

The 2019 Operating Budget brought with it difficult decisions for Council and ultimately, the City was forced to reduce some municipal service levels to mitigate the impact of various cost increases and funding reductions to taxpayers. Policing costs increased 7% in Kenora and in April, the Province of Ontario announced changes in its funding formulas for Health Units and District Social Services to a split 70-30 between the Province and the municipality, effective in 2020.

Despite the tight budget year, a significant amount of progress was made on major strategic priorities. Many of which, built off of the efforts achieved in 2018 and successful funding applications.

In 2019, the City invested in reducing the infrastructure deficit, by improving roads, water & sewer lines, sidewalks, pumping stations, storm drains, bridges and more. With regard to addressing the housing crisis in the community, several major improvements were made to the Zoning By-law and Official Plan to enable new housing development, and a new By-law was created to allow the City to financially support affordable housing initiatives.

Phase IV of Downtown Revitalization also commenced, and within the year the City saw the completion of the second round-about and the official opening of the extended First Street North. A significant amount of activity took place over the course of a year, including construction, policy reviews, and additional grant applications being submitted. Adequate funding for infrastructure continued to be a major concern given that transfers from the federal and provincial government are limited and unpredictable. Both Council and staff advocate heavily each year for changes in funding programs to accommodate the distinct challenges small, remote, and northern Ontario communities' experience.

2019 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	

<p>1-6 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.</p>	<p>Immediate</p>	
<p>1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development.</p>	<p>Ongoing</p>	
<p>1-8 The City will promote Kenora as a 365-day lifestyle destination.</p>	<p>Immediate</p>	
<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>	<p>Immediate</p>	
<p>1-10 The City will support Kenora's "North America's Premier Boating Destination" Brand.</p>	<p>Ongoing</p>	
<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>	<p>Ongoing</p>	

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 Grand Council Treaty 3, Wauzhushk Onigum Nation, Ochiichagwe'Babigo'Ining First Nation, and Obashkaandagaang First Nation, 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	

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	

3-5 The City will commit to preventing occupational illness and injury in the workplace.	Ongoing	
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.	Immediate	
3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration	Ongoing	
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 Indigenous Partners, including cultural sensitivity training	Immediate	
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.	Ongoing	
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.	Ongoing	
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	Ongoing	
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	Ongoing	