

CITY OF KENORA

CHARTING OUR COURSE 2027

2022-2027 STRATEGIC PLAN



PREPARED FOR:
City of Kenora

PREPARED BY:
Urban Systems Ltd.



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Aerial View of Kenora, ON
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Main Street, Kenora ON
Image Source: City of Kenora

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LAND ACKNOWLEDGMENT

In the spirit of reconciliation, the City of Kenora acknowledges that we are on the traditional territory of the Anishinaabe and Metis of Treaty #3. The City of Kenora was originally the land base of one collective First Nation community, which was separated into three communities now known as Wauzhushk Onigum, Niisaachewan, and Washagamis Bay First Nations. Kenora now sustains many others, all of whom have been welcomed to peacefully share and care for these ancestral Lands and Waters.

To support stewardship of the land, the City recognizes the importance of a strong relationship with our Treaty #3 partners. The City of Kenora acknowledges that our economy greatly benefits from the Anishinaabe and Metis that live in and around the city.



WELCOME FROM THE CITY OF KENORA COUNCIL



...

Councilor
Graham Chaze



...

Councilor
Rory McMillan



...

Mayor
Daniel Reynard



...

Councilor
Sharon Smith



...

Councilor
Andrew Poirier



...

Councilor
Chris Van Welleghem



...

Councilor
Mort Goss



Mayor and Council
Image Source: City of Kenora

The City of Kenora is governed by a Mayor and six Councillors who are elected for a four year term. The City of Kenora's current Council was elected in 2018.

City Council is responsible for local government leadership and decision-making. This includes:

- ▶ Representing the public and considering the well-being and interests of the municipality.
- ▶ Establishing the City of Kenora's priorities.
- ▶ Providing direction to the City of Kenora CAO.
- ▶ Evaluating and approving the policies and programs of the municipality.
- ▶ Determining the services and levels of service the municipality provides.
- ▶ Approving capital and operating budgets.
- ▶ Representing the City of Kenora on committees, boards, and with other levels of government.



GREETINGS FROM THE MAYOR

Since March of 2020, the world has lived in a state of pause and the day to day things we took for granted appeared vastly uncertain and nonexistent. Ambiguity and uncertainty often comes with disruptive change. Those who do well during these periods of uncertainty and adapt to the challenges before them grow and persist even in challenging conditions. Council and administration have been focused on preparing for a time when some normalcy returns and Kenora will once again flourish as the shining community of Northwestern Ontario. Over the past year, Council has invested in several meaningful guiding documents which will all come together and align with the overarching strategic plan and present a clear vision for the City, the Divisions and the staff as a whole. It provides a clear demonstration of the priorities and vision of Council, staff and the community.

This strategic plan will be a pivotal part of Kenora's history as it paves the way for the future in our community. Reflecting upon the impacts the pandemic has had on our community, it was imperative that this guiding document clearly focused on charting a new course. Providing goals that are meaningful, relevant and backed up with a plan that will provide focus, direction, and energize our community as a whole as we all return from a state of pause.

Focusing on our core services that we deliver each day and working with partners on other priority external services align us well and clearly demonstrates to the community where our focus will be and what areas our budgets will be allocated. Nearly half of our current budgets being allocated to outside organizations to support services indirectly provided in the community, fiscal responsibility continues to be at the forefront and allocating funding to projects that are important to our community.

The strategic plan which includes five focus area, will reflect the significance of our natural surroundings and the influence it has on our business. Council is committed to the five focus areas included in this plan. These are key areas where our core business aligns with community priorities and focuses on building our community and relationships. As a Council, we recognize the significance of our partnerships and the economic stability they bring to our community.

We have strong leadership in place both through Council and Administration to achieve our goals that are outlined within the plan. Leaders empower individuals by building trust and coaching competence. Kenora has exciting projects and investments coming in the near future that will strengthen and sustain our financial position. All of this combined, we have a lot to celebrate as we move forward. As the Mayor for our community, I am proud of all of we have achieved and will achieve together over the next five years. In closing, I want to share four words that, when said, will bring out the best in our team, our employees, and our family. They are: "I believe in you".

A handwritten signature in black ink, appearing to read 'Daniel Reynard', written in a cursive style.

Mayor Daniel Reynard
City of Kenora



MESSAGE FROM CHIEF ADMINISTRATIVE OFFICER

As the Chief Administrative Officer, it has been my pleasure to work with City Council, the Senior Leadership Team, staff, and our community on the development of a new strategic plan to provide a clear path for Kenora's future. I consider my opportunity to serve the City of Kenora as an incredible privilege.

Our community encompasses many. There are the residents, both permanent and seasonal, whom we serve. There are the employees who work tirelessly to deliver dependable and consistent services. There are the tourists who come to experience this community in all its splendour. There are volunteers who choose to dedicate their time to serve this community. There are our collaborators both inside and outside government who are vital partners in enhancing this community.

In hearing from all of these groups over the past year, there has been one common theme that has resonated above the rest: an unyielding ambition, desire, and determination for Kenora to grow, to expand, and to advance. The turbulence caused by the COVID-19 pandemic has only served to exacerbate these feelings that Kenora must evolve and while turbulence can be unsettling, it is helpful in many ways. Turbulence challenges old ways of thinking and acting, it disrupts comfortable patterns, it drives self-reflection, it invites creativity and innovation, and it creates opportunities for learning and growth.

The Charting Our Course 2027 Strategic Plan sets us on a path. By carefully establishing waypoints, the City will be able to navigate the way and reach our preferred destination without running off course. This plan will serve as our beacon on the horizon.

Throughout this document, you will see a plan based on five strategic focus areas that will guide our community's progress over the next five years. Our mission, vision, and values have been refined to better represent who we are as an organization and where we aim to be in the future. I am proud to lead an organization of committed employees who strive to maximize the tremendous opportunities Kenora offers. In addition to the projects and initiatives contained herein, there are three important points I want to underscore.

First, it was important that we balance the need for action with a more disciplined approach for understanding the complexities of the challenges we are facing. The business of local government is constantly in flux and there is often many forces compelling us to immediately react. In an effort to address problems quickly, it can be easy to hone in on short-term solutions. This strategic plan finds the City aiming to take a wider view of the challenges before us and taking the time to consider the range of possible responses available to us to ensure that all actions across the City are aligned. It is our belief that taking the time to plan will result in a more proactive organization.

Second, alignment between the strategic plan, our directional plans, and our municipal budgeting process is paramount. Strategic goals and initiatives must cascade down to the operational level and be formalized in departmental work plans and budgets. If this alignment does not occur, then inevitably a situation develops whereby certain initiatives are left unfunded and budgets are approved without understanding how they are linked to the organizational vision.

Third, effective performance measures must be developed to evaluate our organization's success in achieving our strategic goals. This plan is not filled with fuzzy ideas, but with concrete promises. It is the City's commitment that we will deliver on the action items listed herein and we will be transparent and accountable in communicating our progress to Council and the public throughout the lifespan of this plan.

The City of Kenora is excited to undertake this journey with you. There will be twists and turns along the way; uncertainty is the only sure thing. One thing that is clear is that this community is resilient and has weathered the trials and tribulations of past. We lean in not lean out. We understand that success comes with a united approach. The City of Kenora has chosen to embrace turbulence and step in discomfort as we envisaged our desired future. Together, we are Charting our Course.

With gratitude,

Kyle Attanasio, Chief Administrative Officer
City of Kenora

INTRODUCTION

Situated on the shores of the world-renowned Lake of the Woods, Kenora is a community of wonder, adventure, and opportunity. Located in northwest Ontario on Treaty 3 territory, the home of Anishinaabe peoples, Kenora benefits from the unique natural setting that surrounds the community and its friendly, passionate and proud residents and citizens.

Kenora was established as "Rat Portage" in 1882 and has since evolved into a resilient and forward-looking community that values its storied local heritage and rich cultural diversity. Our residents and seasonal residents are afforded a unique and holistic quality of life, while our visitors benefit from limitless opportunities to relax, play, and share in the unforgettable memories created here.

Kenora has developed its position as a regional economic, tourism and service hub, while maintaining the character and charm that makes the community distinct and memorable. Kenora is supported by a municipality that is passionate about serving community and prioritizes collaboration and innovation when tackling new opportunities and challenges. Working together, Kenora forges ahead as a destination and landing place for individuals, families, businesses, and visitors.

⋮ *Kenora is a destination for all.*



Kenora Lake of the Woods Discovery Centre
Image Source: City of Kenora



MS Kenora
Image Source: City of Kenora



Kenora Cemetery
Image Source: City of Kenora

KENORA AT A GLANCE

- ▶ Kenora's population of approximately 15,000 residents is bolstered by a seasonal resident population estimated to be two to three times larger than the permanent resident population.
- ▶ Kenora is an internationally recognized visitor destination and gateway for the world renowned Lake of the Woods. Visitors and residents are provided access to a limitless range of recreation, leisure, and adventure opportunities.
- ▶ The region's original inhabitants, the Anishinaabe, have resided in the Kenora and Northwest Ontario region for millennia. Three neighbouring communities include Anishinaabe Wauzhushk Onigum Nation, Niisaachewan Anishinaabe Nation, and Washagamis Bay First Nation.
- ▶ Kenora's has evolved from its traditional resource-based economy into a modern and thriving service-based economy that includes strong tourism, health care, retail, hospitality, education, and government services sectors.
- ▶ Kenora is an active community where residents have access to eight municipal parks, five beaches, 30 kilometers of trails, and recreational facilities that include hockey rinks, indoor and outdoor soccer pitches, ball diamonds, swimming pool, dog park and much more!
- ▶ Kenora has a vibrant arts and cultural community supported by key facilities such as the MUSE, two municipal libraries and countless special events, festivals, and other activities.

MUNICIPAL ROLES AND RESPONSIBILITIES

The City of Kenora delivers a wide range of programs and services. Many of those services and programs are mandated under Ontario's Municipal Act. The City strives to provide these services in a cost-effective and efficient manner. In some cases, a third party entity oversees a service area instead of the City such as the Kenora Airport Authority providing airport services.

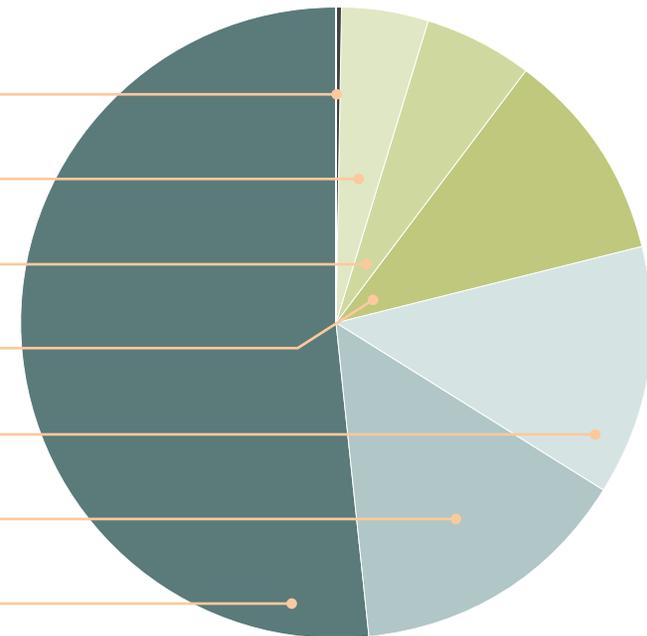
In Kenora and the surrounding region, there are a number of agencies and organizations that provide services and programs that fall under provincial

jurisdiction. These include but are not limited to education, health care, colleges and universities, long-term care, community and social services, policing, housing and correctional services. The Province of Ontario determines how these services will be delivered and funded. In some cases, the Province mandates that municipalities contribute financially to these organizations and the City takes a collaborative role in supporting these organizations in delivering on their mandate often through having a representative sit on an organization's board.

The division of roles and responsibilities between the City of Kenora, Government of Ontario, and other entities (e.g., government agencies) is illustrated on the following page.

The City of Kenora provides funding and a representative to the following organizations (2021):

Police Services Board	\$18,161
Childcare and Ontario Works	\$573,235
Northwestern Health Unit	\$663,919
Social Housing (KDSB)	\$1,345,584
Land Ambulance (KDSB)	\$1,584,936
Kenora District Home for the Aged	\$1,791,634
Ontario Provincial Police	\$6,378,854
Total	\$12,356,323



(Source: City of Kenora 2021 Financial Statements)

CITY OF KENORA
CORE SERVICES



COMMUNITY RECREATION



MAINTAINING PARKS,
TRAILS, & BEACHES



STORMWATER



LAKE ACCESS
(municipal boat launches
& docking)



WASTEWATER



CLEAN STREETS &
SNOW REMOVAL



MUNICIPAL WEBSITE
& SOCIAL MEDIA



TOURISM & ECONOMIC
DEVELOPMENT



WASTE MANAGEMENT
& RECYCLING



LAND USE PLANNING
& DEVELOPMENT
APPROVALS



ROADS & BRIDGES



COMMUNICATING
COUNCIL MATTERS



EMERGENCY PLANNING



DRINKING WATER



LIBRARY &
MUSEUM SERVICES



FIRE PROTECTION



PROVINCIAL OFFENSES
ACT (POA) COURT



BY-LAW
ENFORCEMENT

COLLABORATIVE
SERVICES



COMMUNITY
SAFETY



HOUSING POLICY
& DEVELOPMENT
ATTRACTION



ENVIRONMENTAL
STEWARDSHIP

GOVERNMENT OF ONTARIO & OTHERS
EXTERNAL SERVICES



SOCIAL & HUMAN
SERVICES



LONG-TERM CARE



CHILD CARE



SOCIAL HOUSING



MENTAL HEALTH
& ADDICTIONS



EDUCATION



REGIONAL ISSUES



SENIORS HOUSING



HOSPITALS &
HEALTH CARE



AIRPORT
SERVICES



AMBULANCE SERVICES



POLICING



JAILS & PRISONS

PLUS, OTHER PROGRAMS AND SERVICES!



CHARTING OUR COURSE 2027

A COMMUNITY INSPIRED STRATEGIC PLAN

The City of Kenora has developed the *Charting Our Course 2027 Strategic Plan (Charting Our Course 2027)* to guide how Council and administration will direct their energy, resources and focus over the next five years to respond to our most important community priorities and needs. Strategic Planning empowers us to be forward thinking, coordinated and deliberate in our efforts to improve delivery and sustainability of City services, operations, and infrastructure. Our community inspires us and drives our passion in contributing to a thriving, vibrant, resilient, and active Kenora.

Charting Our Course 2027 was developed for a five-year horizon and is guided by a collective vision for Kenora. With it, we capture our mission and values as a municipal administration. Five strategic focus areas are presented that categorize and organize our biggest opportunities and challenges into inter-related groups. Each focus area includes specific goals and actions to complete that are manageable, realistic, and targeted. Actions include projects, initiatives, and efforts that go beyond current day-to-day City activities or change how we approach service delivery. Implementation will require the thoughtful allocation of the City's financial and human resources, collaboration with key partners and supplementary guidance and direction from existing City plans, investment studies, and bylaws.

Finally, *Charting Our Course 2027* will provide the City with an evaluation and assessment tool as new opportunities, developments and needs arise in the community that require a City response. This will safeguard us against hasty and reactionary decisions that do not align with our established community vision, priorities, and goals.

- ***The Charting Our Course 2027 Strategic Plan is the City's roadmap to ensure resources and energy are directed towards projects that are most beneficial and impactful for those who live, invest, visit and play in our wondrous community.***

Charting Our Course 2027 is supported by the following City of Kenora directional plans and strategies:

- ▶ 5-Year Tourism and Economic Development Strategy
- ▶ Asset Management Plan
- ▶ Community Energy Plan
- ▶ Economic Recovery Plan
- ▶ Harbourfront Business Development Plan
- ▶ Official Plan
- ▶ Service Delivery Review
- ▶ State of Housing Report
- ▶ Vacant Lands and Growth Strategy



Measuring Our Success 2027:

Completing **Charting Our Course 2027** is only the first step. Success will be measured by the level of transformation that we see and feel in our community. Some changes will be immediate, while other change will be longer-term.

Charting Our Course 2027 and the Directional Plans will be used to:

- ▶ Define our priorities, processes, and short and long-term plans
- ▶ Prioritize budget and resource allocations
- ▶ Direct how our community looks and feels
- ▶ Informing our community engagement strategies
- ▶ Provide context for Administrative reports to Council, communications, and events



Maple Leafs Game
Image Source: City of Kenora

HOW DID WE GET HERE (PLANNING PROCESS)

The *Charting Our Course 2027* was initiated in Spring 2021 and developed through a process that involved collaboration with Kenora Council, City staff, residents, citizens, visitors, stakeholders, and partners at various points throughout the project. Four project phases were completed to develop *Charting Our Course 2027* and are described below:



1

STAGE SETTING

Initiating the project in the community and taking stock of existing conditions in Kenora and how they have evolved over the past 5 years.

Tasks involved:

- ▶ Project Start Up Meetings
- ▶ Background Reviews and Research
- ▶ Building Project Awareness in the Community

2

CONNECTING & COLLABORATING

Working collaboratively with City Council and staff, residents, seasonal residents, businesses and stakeholders to determine what Kenora's most important priorities are.

Tasks involved:

- ▶ Launching a Project Website
- ▶ Community Survey
- ▶ Stakeholder Meetings
- ▶ Community Engagement Pop-Up Booths
- ▶ Council and Staff Workshops

3

CREATING

Developing initial Strategic Plan components and completing an internal review process with City staff.

Tasks involved:

- ▶ Establishing Vision, Mission and Value Statements
- ▶ Determining Strategic Focus Areas and Goals
- ▶ Staff Workshops and Working Sessions
- ▶ Refinement of Initial Components

4

REVIEWING & FINALIZING

Developing, reviewing and refining a draft Strategic Plan into the final *Charting Our Course 2027* Strategic Plan.

Tasks involved:

- ▶ Creating a Full Draft Strategic Plan
- ▶ Council and Staff Review Workshops
- ▶ Finalizing and Submitting the *Charting Our Course 2027 Strategic Plan*

COMMUNITY INVOLVEMENT

Through the strategic planning process, over 1,000 Kenora residents and representatives from 30 local community organizations, clubs and agencies provided input and ideas into the development of *Charting Our Course 2027*. This Plan is directly informed by the themes, ideas and feedback provided by the broader community.

A full summary of engagement activities completed as part of the *Charting Our Course 2027* planning process can be found in the City of Kenora *Strategic Planning Engagement Summary Report*.



1,001 people, including permanent and seasonal residents and visitors participated in the Strategic Plan Community Survey!

CITY OF KENORA STRATEGIC PLAN 2021 to 2026

We need your help to chart Kenora's path for the next 5 years!

The City of Kenora is updating its Strategic Plan to be the City's roadmap for the next 5 years.

Starting this June, the City will conduct several engagement activities over the summer to hear from the community.

The new Strategic Plan will establish priorities to guide City decision making, including how City resources are invested into community programs, services and infrastructure. The City of Kenora has **core responsibilities** as a municipality that it must provide to the community. There are areas **outside of the City's mandate** that it can support as an advocate, partner and connector. The Strategic Plan will guide City efforts in meeting its core responsibilities as a municipality, while identifying opportunities to support initiatives that fall outside of the City's mandate.



Help determine what Kenora's biggest needs and priorities are!

Get involved through upcoming:

- COMMUNITY SURVEYS
- COMMUNITY MEETINGS
- STAKEHOLDER MEETINGS
- OPEN HOUSES
- INFORMATION POP-UP BOOTHS

Engagement activities will be starting this June. Visit the link or scan the QR code below for updates and more information on how to get involved!

Visit kenora.ca/new-strat-plan or scan the QR code with your phone's camera to learn more.

@CityofKenora @TheCityofKenora



CHARTING OUR COURSE 2027

KEY ENGAGEMENT THEMES FROM OUR COMMUNITY

Our Community's Top Six Priorities:

- 1. Community Safety and Crime
- 2. Housing
- 3. Access to Healthcare
- 4. Social Conditions
- 5. Local Economy and Employment
- 6. Community Growth and Development

Findings from the Strategic Plan Community Survey conducted from May-August 2021.

What is the City of Kenora doing well?

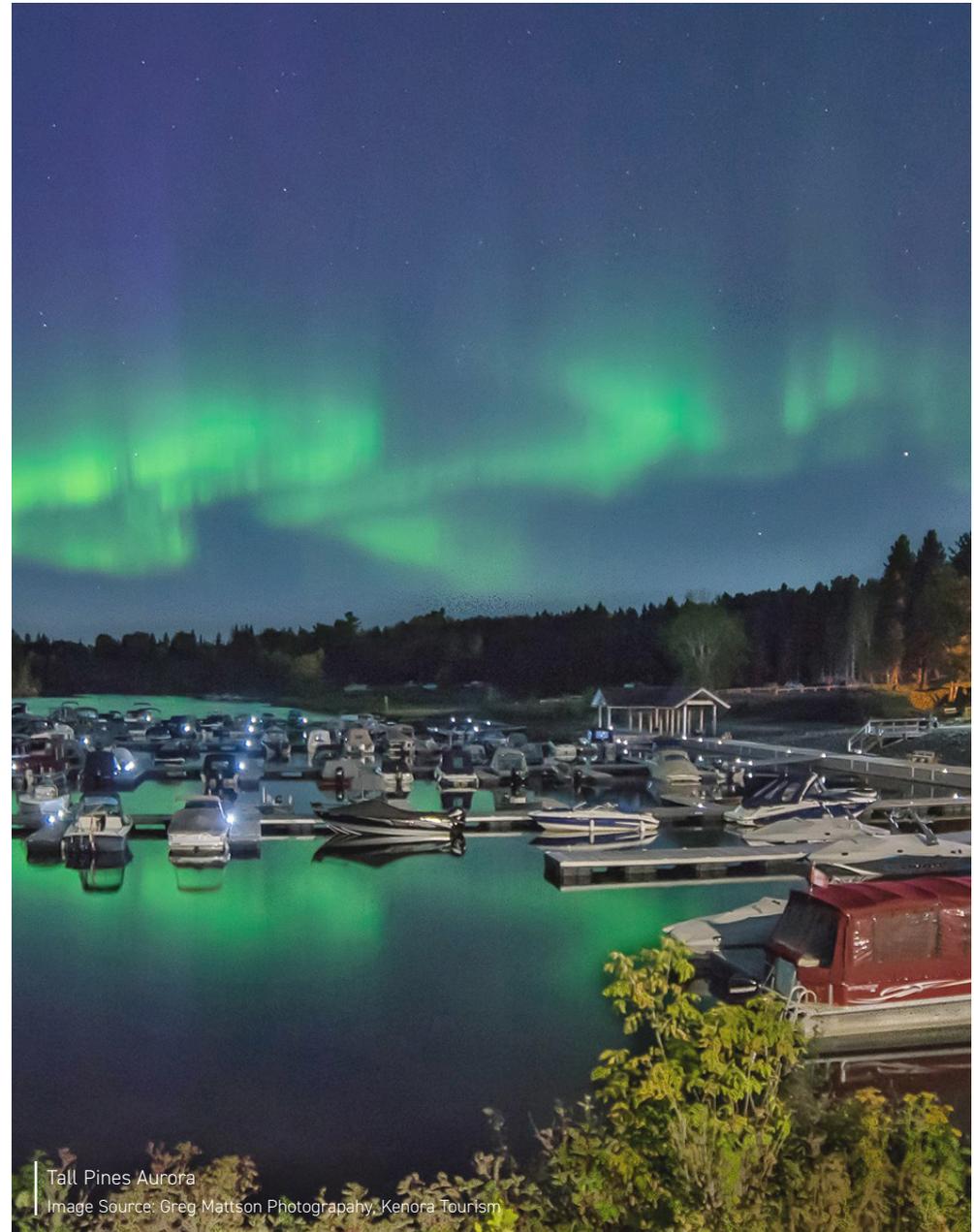
- 1. Fire Protection
- 2. Water and Sewer Services
- 3. Garbage Services
- 4. General Customer Service
- 5. Police Services
- 6. Recreation Facilities

Combined rate of "good" and "excellent" responses from the Strategic Plan Community Survey from May-August 2021.

What has the City of Kenora improved the most over the past 5 years?

- 1. City Communications
- 2. Museum Services
- 3. Quality of City Website
- 4. Sidewalks
- 5. Roads
- 6. Parks and Open Spaces

Combined rate of "better" and "much better" responses from the Strategic Plan Community Survey conducted from May-August 2021.



QUOTES FROM COMMUNITY MEMBERS (STRATEGIC PLAN ENGAGEMENT)



Kenora is located in an area of exceptional natural beauty. Let's continue to maximize the services we offer to attract and keep young professionals and make Kenora a vibrant retirement community.

- Kenora Community Member



Nothing happens in a vacuum, and Kenora is changing, with that comes challenges. Strong leadership that listens to the voices of residents and responds creatively and inclusively will build a better future for all here in Kenora.

- Kenora Community Member



To attract new people we have to do things differently, we cannot rely on the laurels of living on a nice lake and expect people to want to live and visit here for just that one reason. We have to be leaders in quality of life, environment, and change to attract new life into our city.

- Kenora Community Member



People like having these opportunities to voice their opinions and concerns. However, they appreciate seeing the changes actually get made even more.

- Kenora Community Member



The unique beauty of our community is in our diversity.

- Kenora Community Member



I am eager to see Kenora develop. Hopefully we can get some housing projects soon. With that, hopefully it attracts more businesses and investments in our community to attract younger professionals.

- Kenora Community Member

OUR PATH FORWARD

OUR VISION

The City of Kenora's Vision articulates our aspirations for the community. Our Vision influences every facet of our administration and motivates City leadership and staff in serving the community.

Our Vision is provided below:

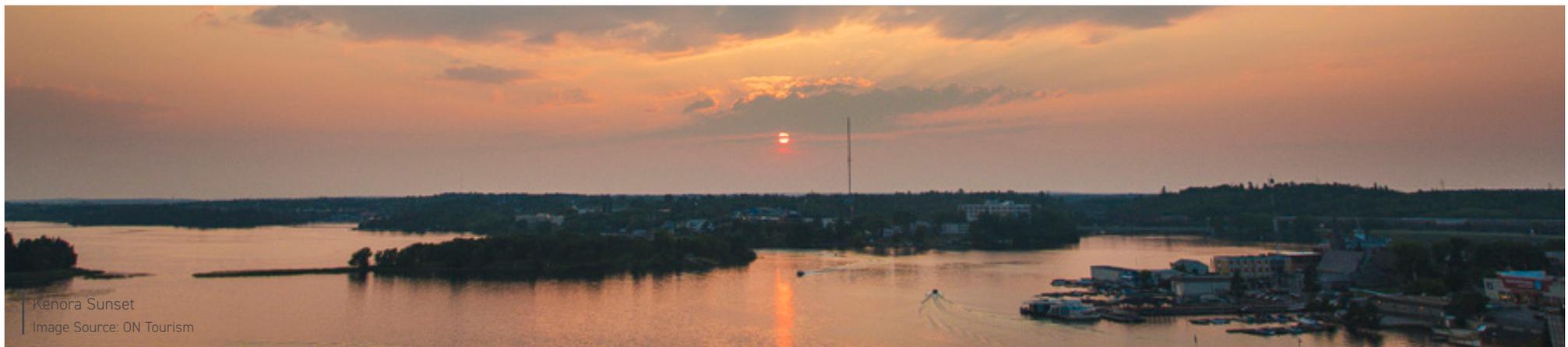
- *Kenora provides a high quality of*
- *life for residents and unforgettable experiences for visitors by celebrating and embracing the community's rich heritage, diversity, and natural environment.*

OUR MISSION STATEMENT

Our Mission Statement describes the City of Kenora's core mandate and ambition in meeting its responsibilities as a municipal administration and achieving our vision for Kenora.

The City of Kenora's Mission is:

- *To be an accountable, collaborative,*
- *and informed team that takes pride in delivering value-added municipal services.*



Kenora Sunset
Image Source: ON Tourism



COLLABORATION

We are a key partner, connector, and voice in addressing complex community needs.



FISCAL RESPONSIBILITY

We administer municipal finances in a prudent, accountable, and transparent manner that is mindful of the financial implications of our daily decisions.



COMMUNICATION

We ensure respectful and inclusive communications with our staff, community and partners.



INNOVATION

We strive for continuous service improvements through curiosity, leadership, and implementing best practices.



CITIZEN AND CUSTOMER SERVICE

We put people at the forefront when delivering services.



OUR CORPORATE VALUES

Corporate Values describe the collective and shared beliefs that guide the actions and decisions of our Council and staff.



READINESS

We actively engage in planning, prevention, and protection to mitigate risk and address complex challenges.



ENVIRONMENTAL SUSTAINABILITY

We are committed to being respectful of our natural environment to ensure it can continue to enrich future generations.



TRUST & RESPECT

We act with integrity, honesty, and fairness in all our actions, fostering a corporate culture that promotes trust and respect of our staff, our community, and our partners.



Snow Birds Show
Image Source: ON Tourism

STRATEGIC FOCUS AREAS

Charting Our Course 2027 presents our five strategic focus areas established through engagement with City of Kenora Council and staff, stakeholders, and the broader community.



01 INFRASTRUCTURE AND ENVIRONMENT ⋮



02 TOURISM, ECONOMIC GROWTH, AND DEVELOPMENT ⋮



03 COMMUNITY RECREATION, WELL-BEING, AND SAFETY ⋮



04 SERVICE DELIVERY AND ORGANIZATIONAL CAPACITY ⋮

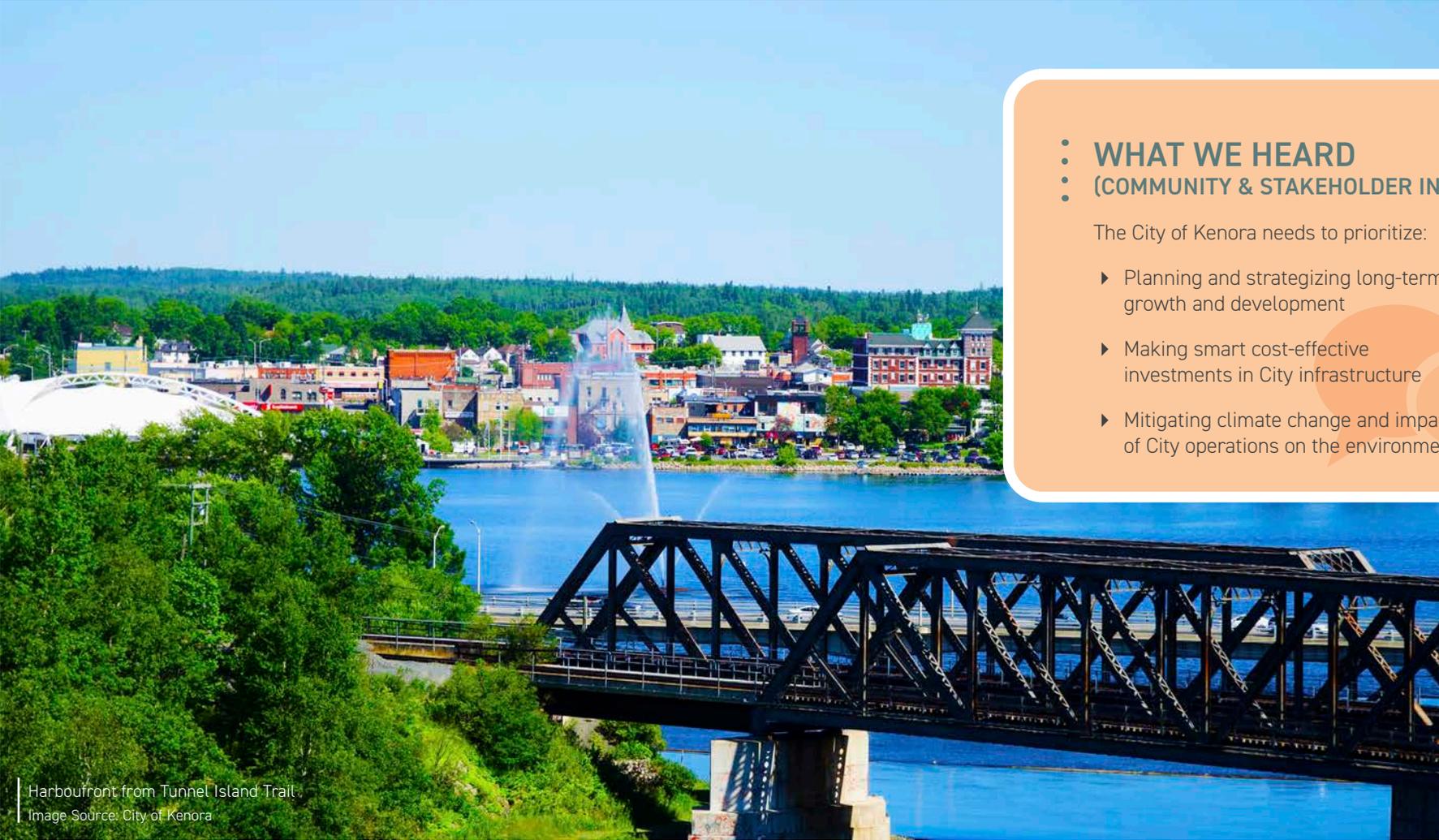


05 RELATIONS WITH TREATY 3 PARTNERS ⋮



FOCUS AREA 1

INFRASTRUCTURE AND ENVIRONMENT



- **WHAT WE HEARD**
- **(COMMUNITY & STAKEHOLDER INPUT)**

The City of Kenora needs to prioritize:

- ▶ Planning and strategizing long-term for growth and development
- ▶ Making smart cost-effective investments in City infrastructure
- ▶ Mitigating climate change and impact of City operations on the environment



Harbourfront from Tunnel Island Trail
Image Source: City of Kenora

The City of Kenora is focused on enhancing its capacity and ability to deliver important City services to the community in an environmentally and financially sustainable manner. This requires thinking long-term and making proactive, strategic, and informed investments in maintaining, upgrading, and expanding our city's infrastructure, while actively mitigating the impacts of City operations on the surrounding environment.

The following goals and actions have been prepared for the Infrastructure and Environment Focus Area:

GOAL 1.1

Position Kenora for growth through proactive infrastructure planning.

1.1.1

Complete long-term Master Planning for City infrastructure, including:

- ▶ Water and sewer
- ▶ Transportation and roads
- ▶ Stormwater and drainage

1.1.2

Create and adopt City standards for development, including:

- ▶ Infrastructure and servicing standards



GOAL 1.2

Ensure well maintained and sustainably financed City infrastructure.

1.2.1

Undertake a "Storm Water Financing Study".

1.2.2

Develop three, five and ten-year Capital Plans.



GOAL 1.3

Seek sustainable solutions to reduce environmental impacts of City operations.

1.3.1

Finalize the City of Kenora *Sustainability Action Plan*.

1.3.2

Initiate a pilot project for a solar solution on a municipal facility.

1.3.3

Investigate the feasibility of integrating electric vehicles into the City of Kenora fleet.





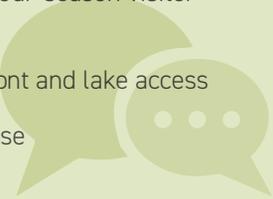
FOCUS AREA 2

TOURISM, ECONOMIC GROWTH, AND DEVELOPMENT



WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

- The City of Kenora needs to prioritize:
- ▶ Promoting and encouraging housing development
 - ▶ Creating an environment where business and jobs flourish
 - ▶ Growing tourism and four-season visitor experiences
 - ▶ Improving the waterfront and lake access
 - ▶ Diversifying our tax base



Farmer's Market Love Affair
Image Source: Kim Prie-Milko

Fostering an environment with diverse economic activity that thrives will strengthen and sustain the City of Kenora's financial position and contribute to broader community prosperity and quality of life. This includes bolstering Kenora's position as a tourism destination, attracting new business, and leveraging City assets and other vital development in the community.

The following goals and actions have been prepared for the **Tourism, Economic Growth, and Development Focus Area:**

GOAL 2.1

(A) Promote new investment and development of City-owned and private lands in Kenora.

(B) Facilitate opportunities for more and diverse housing development across the housing spectrum.

(C) Implement tourism initiatives to enhance visitor rates and experiences.

2.1.1

Complete the Harbourfront Business Development Plan Detailed Design and begin implementation with a focus on McLeod Park and Husky the Muskie.

2.1.2

Continuously identify and divest City-owned vacant and surplus lands as recommended by the City of Kenora **Vacant Lands and Growth Strategy**.

2.1.3

Complete the comprehensive review of the City of Kenora **Official Plan** and **Zoning By-law**.

2.1.4

Review Community Improvement Plan (CIP) program(s).

2.1.5

Activate the City of Kenora 5-Year Tourism and Economic Development Strategy and initiate an update of the Strategy by 2027.

2.1.6

Identify strategic opportunities to extend City infrastructure to lands prioritized for housing and commercial development.

2.1.7

Finalize the "Tourism Destination Marketing" Project.

GOAL 2.2

Support entrepreneurship and business development.

2.2.1

Refresh the Northwest Business Centre "Business Plan".



City of Kenora Wayfinding
Image Source: City of Kenora

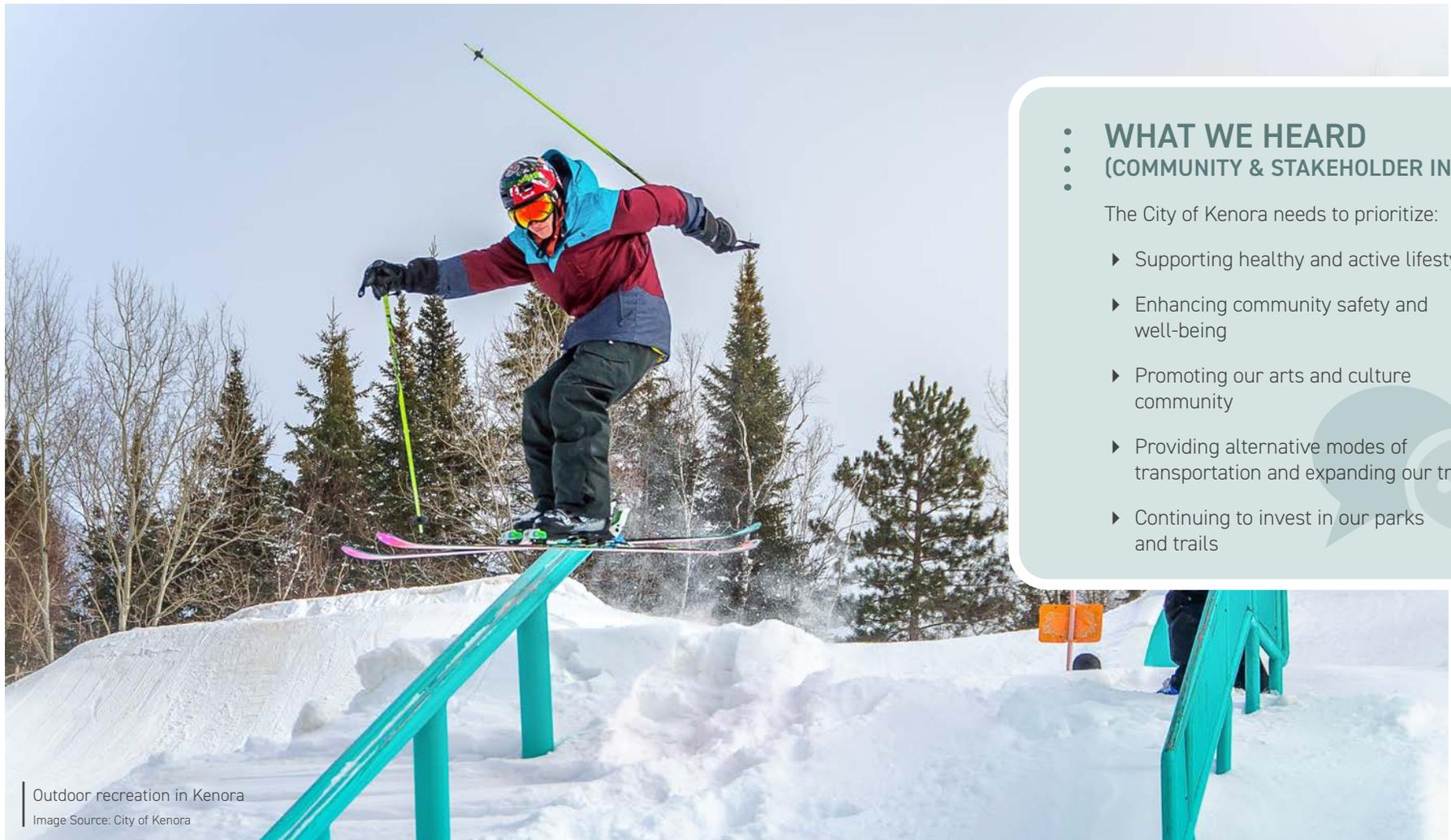


The HardWear Company
Image Source: Urban Systems (?)



FOCUS AREA 3

COMMUNITY RECREATION, WELL-BEING, AND SAFETY



Outdoor recreation in Kenora
Image Source: City of Kenora

WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Supporting healthy and active lifestyles
- ▶ Enhancing community safety and well-being
- ▶ Promoting our arts and culture community
- ▶ Providing alternative modes of transportation and expanding our trails
- ▶ Continuing to invest in our parks and trails

A healthy, safe, and active Kenora will improve the quality of life for those who live, visit, and play here. Kenora has a strong recreation foundation that will be expanded through consistent and strategic investments in programs, facilities, trails, and other recreational amenities. In addition, we will make a concerted effort to improve community safety and our ability to respond to emergency situations to strengthen the health and wellbeing of our community.

The following goals and actions have been prepared for the Community Recreation, Well-Being, and Safety Focus Area:

GOAL 3.1

Deliver coordinated four-season cultural and recreational infrastructure, programs, and events.

- 3.1.1 — Complete the City of Kenora *"Parks and Recreation Master Plan"*.
- 3.1.2 — Undertake a review to create an engaging suite of recreational, tourism and cultural programming.
- 3.1.3 — Complete an *"Active Transportation Plan"*.



GOAL 3.2

(A) Address community safety challenges and improve perceptions of safety in Kenora.

(B) Enhance emergency management, protective services and social services provided by City partners.

- 3.2.1 — Pilot a *"Downtown Ambassadors"* program.
- 3.2.2 — Develop and adopt a *"Community Safety and Well-Being Plan"*.
- 3.2.3 — Complete a review and update of the City of Kenora's *"Emergency Management Plan"*.
- 3.2.4 — Develop a *"Fire Department Master Plan"*.



FOCUS AREA 4

SERVICE DELIVERY AND ORGANIZATIONAL CAPACITY



WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Modernizing services and e-services available to “customers”
- ▶ Finding new ways to engage and communicate with the community
- ▶ Ensuring transparency and accountability of City decisions
- ▶ Make informed and evidence based decisions

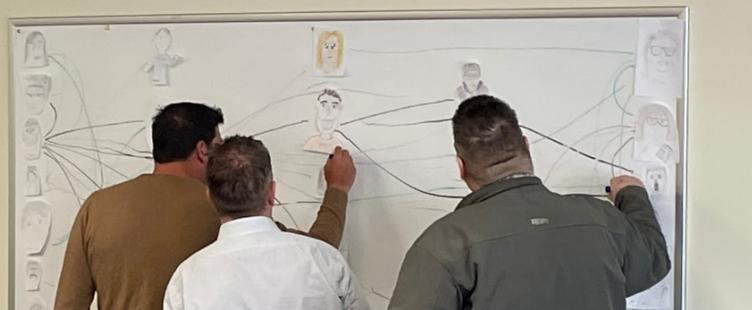


Image Source: City of Kenora

The City of Kenora strives to provide our residents, businesses, and broader community with exceptional service that maximizes the resources provided to us by our ratepayers. We will continuously improve the capability and capacity of our administration to deliver efficient and effective services by investing in our staff and seeking honest feedback from our "customers" and the broader community.

The following goals and actions have been prepared for the Service Delivery and Organizational Capacity Focus Area:

GOAL 4.1

Modernize City service provision to improve "customer" experiences.

- 4.1.1 — Develop and implement "Levels of Service".
- 4.1.2 — Undertake a "Customer Experience Review" to understand customer expectations and experiences when receiving City services.
- 4.1.3 — Employ technology to enhance the "customer experience".
- 4.1.4 — Evaluate existing City workforce data to support work planning for City departments.
- 4.1.5 — Establish and implement an on-line Citizen Feedback process.



GOAL 4.2

Maximize human capacity and capability.

- 4.2.1 — Create a "People Management Strategy".
- 4.2.2 — Complete a review of Employee compensation and benefits for non-union City staff to ensure equitable, fair, and competitive compensation.
- 4.2.3 — Refresh and align the City of Kenora Employee feedback and development process and system.
- 4.2.4 — Enhance Employee learning and development by incorporating online and blended learning platforms.
- 4.2.5 — Grow and enhance collaborative relationships with community leaders, union and association partners.
- 4.2.6 — Implement an Automated File Management and Workflow System.



GOAL 4.3

Improve the fiscal planning capacity of our administration.

- 4.3.1 — Complete a long-range "Financial Plan".

GOAL 4.4

Enhance City communications to the community on municipal services, developments, and affairs.

- 4.4.1 — Update the City's "Communications Strategy".





FOCUS AREA 5

RELATIONS WITH TREATY 3 PARTNERS



WHAT WE HEARD (COMMUNITY & STAKEHOLDER INPUT)

The City of Kenora needs to prioritize:

- ▶ Strengthening relationships with our Anishinaabe neighbours
- ▶ Promoting reconciliation in Kenora
- ▶ Supporting cultural awareness and activities
- ▶ Working together to address needs and opportunities in Kenora



Orange Shirt Day
Image Source: Bronson Carver

The City of Kenora is embarking on a path to work with and support our Treaty 3 partners in advancing reconciliation and inclusion in the community and beyond. Learning and listening will be fundamental in understanding our roles as residents, neighbours, and partners when honoring the history, knowledge, rights, languages, and cultures of the Anishinaabe people who traditionally inhabited the lands on which Kenora sits and other indigenous peoples who make our community home.

The following goals and actions have been prepared for the Relations with Treaty 3 Partners Focus Area:

GOAL 5.1

Partner with Anishinaabe and other Treaty Partners to advance reconciliation.

- 5.1.1 — Develop a strategy with a focus on advancing reconciliation, inclusion, and relationships.
- 5.1.2 — Enhance understanding and awareness of Truth and Reconciliation.



GOAL 5.2

Foster meaningful and beneficial relationships with Treaty Partners.

- 5.2.1 — Collaborate with Treaty Partners to create joint communication and engagement protocols.
- 5.2.2 — Advance the Tunnel Island Common Ground Initiative.



STRATEGIC PLAN IMPLEMENTATION

Charting Our Course 2027 is a strategic document to guide City of Kenora efforts and allocation of resources over the next five years. To support implementation, the City of Kenora will undertake the following activities:

CREATE DEPARTMENT WORK PLANS

The City's Senior Leadership Team (SLT) will be responsible for working with each department to develop individual 5-year work plans that align with and support implementation of *Charting Our Course 2027*. Department work plans should clarify the department(s) responsible for implementation of Strategic Plan actions, including timelines for completion, anticipated budgets, additional resources required, and other key information to support completion. Department work plans will inform future operational and capital budgeting processes. These work plans should be reviewed and updated (if required) at the beginning of each fiscal year.

CONDUCT ANNUAL REPORTING

Progress implementing *Charting Our Course 2027* will be reported on annually to Council and the broader community through an Annual Report. This Report will include the highlights of progress made throughout the year in each of the Strategic Focus Areas. Further, all staff reports to Council should demonstrate alignment with the Strategic Plan and refer to the specific Strategic Focus Areas and Goals achieved where applicable.





Christmas in Kenora
Image Source: City of Kenora

REGULAR ADMINISTRATIVE COUNCIL REPORTS

To reinforce the interrelatedness with *Charting Our Course 2027*, where appropriate, reports to Council will demonstrate alignment with the goals and vision of this plan. Council reports will also provide recommendations relating to the overall implementation of the plan.

ALIGN WITH OTHER CITY PLANS

The Vision, Strategic Focus Areas, Goals and Actions within *Charting Our Course 2027* should inform the development of future policies, plans, strategies, and by-laws. This includes demonstrating alignment of future planning, policy, and by-law development initiatives with the direction contained in *Charting Our Course 2027* where possible as part of the adoption and/or endorsement process with Council.

ESTABLISH INTERNAL AND EXTERNAL PARTNERSHIPS

As the City progresses with the implementation of the *Charting Our Course 2027*, existing internal and external partnerships will need to be enhanced and new ones established. Internal partnerships are defined as those between City departments, while external partnerships include community groups, residents, private organizations, other municipalities, and different levels of government. The City will take different roles in respect to leading, supporting, and facilitating relationships required to successfully achieve *Charting Our Course 2027* implementation.

REVIEWING AND UPDATING THE STRATEGIC PLAN

Charting Our Course 2027 is a 'living document' with an anticipated five-year lifecycle. The City will initiate a comprehensive review and update of *Charting Our Course 2027* by year-end 2027. Yearly assessments of *Charting Our Course 2027* should be conducted as part of the annual review process of established Department Work Plans.

FOR MORE INFORMATION

We invite you to seek more information on the *Charting our Course 2027 Strategic Plan* and its related contents.

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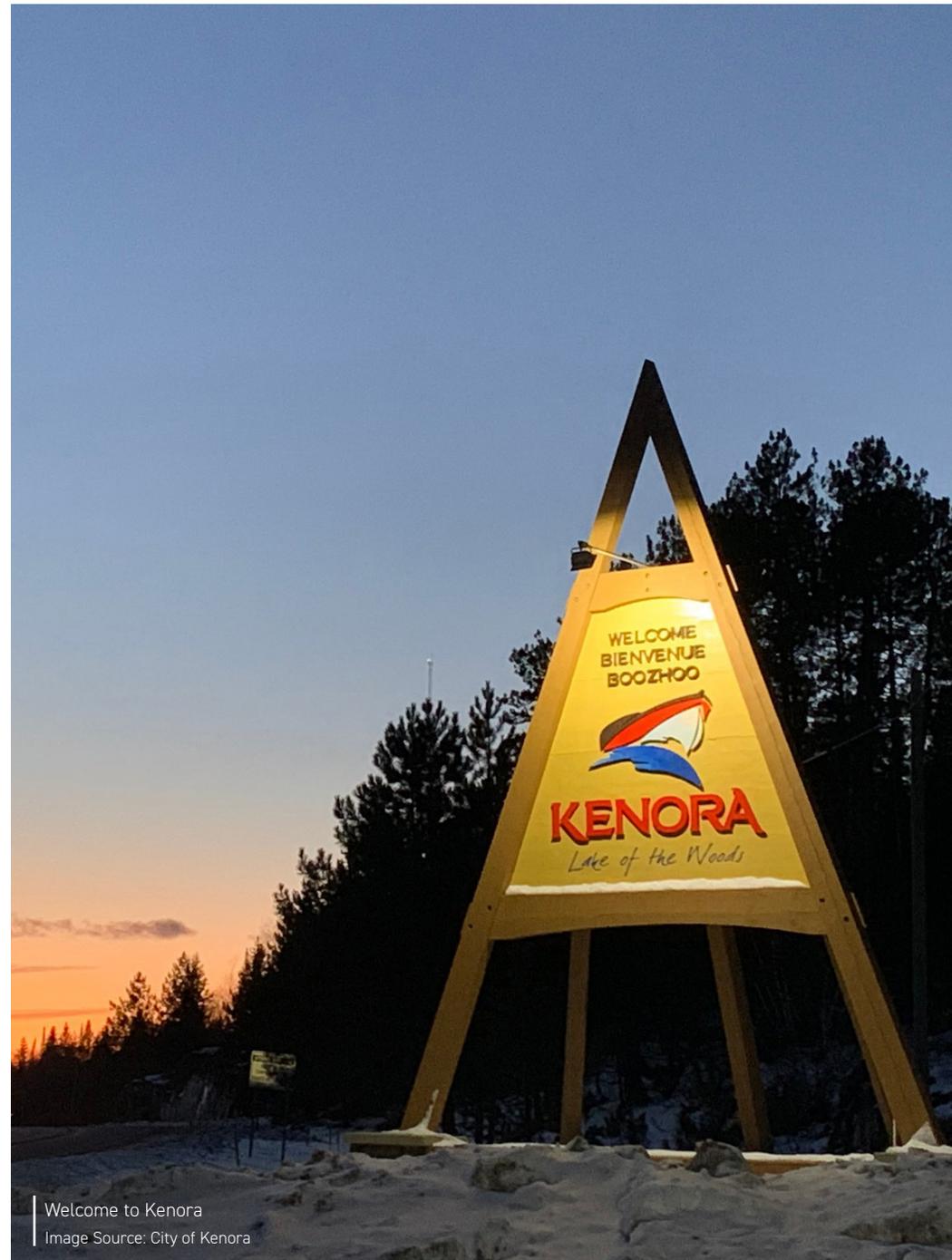
WEBSITE AND SOCIAL MEDIA:

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Welcome to Kenora
Image Source: City of Kenora

