

# City of Kawartha Lakes 2016-2019 Strategic Plan



Naturally beautiful, offering  
an exceptional lifestyle



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# Message from the Mayor & Chief Administrative Officer

## Naturally Beautiful. Exceptional Lifestyle. Kawartha Lakes

On behalf of the City of Kawartha Lakes Council and all of our staff we are excited to present to you our Strategic Plan. Our City is well-positioned for extensive growth and investment, and to provide superior lifestyle choices for current and future residents alike.

This is an exciting time for our community and this document will serve as a living, breathing plan for how we move forward both immediately in the short term and in meeting our longer-term goals.

The Strategic Plan articulates our municipality's strategic direction and community expectations, while prioritizing actions that our elected Council and administration will focus on in the immediate term.

Our community has spoken, you have spoken, and we have listened; you want jobs, investment, growth, opportunity, a sustainable and healthy environment and an enhanced quality of life. This document is our commitment to you that we have started on that path, and with your support, we will build a more prosperous and more innovative community, while maintaining the natural beauty of Kawartha Lakes, and offer an exceptional lifestyle now and into the future.

Letham, Mayor

City of Kawartha Lakes

Ron Taylor, Chief Administrative Officer

City of Kawartha Lakes

# City of Kawartha Lakes

## Vision

Naturally beautiful, offering an exceptional lifestyle

## Mission

Providing responsible, efficient and effective services

## Values

Our values guide us in how we work, interact with each other and make decisions.

The City of Kawartha Lakes values are:

- ✓ Collaboration
- ✓ Continuous Improvement
- ✓ Excellence
- ✓ Innovation
- ✓ Results

# City of Kawartha Lakes Corporate Strategic Plan Framework

## Vision

- ✓ Naturally beautiful, offering an exceptional lifestyle

## Mission

- ✓ Providing Responsible, efficient, and effective services

## Strategic Goals

- ✓ A vibrant and growing community
- ✓ An exceptional quality of life
- ✓ A healthy environment

## Strategic Enablers

Responsible fiscal resource management

Effective Human Resources

Municipal Service excellence

Efficient infrastructure and asset management

## Values

- ✓ Collaboration, continuous improvement, excellence, innovation, results

# City of Kawartha Lakes Top 10 Strategic Priorities



## A Vibrant and Growing Community

- ✓ Develop and Execute a Comprehensive Economic Development Strategy
- ✓ Develop and Execute a targeted Branding, Marketing & Communications Strategy



## An Exceptional Quality of Life

- ✓ Enhance access to Community & Human/Health Services



## A Healthy Environment

- ✓ Protect & Enhance Water Quality
- ✓ Protect Prime Agricultural Land



## Strategic Enablers

- ✓ Develop and Execute a 5 & 10 year Budget Strategy
- ✓ Finalize and Execute the Core Service Review
- ✓ Develop and Execute a Comprehensive Human Resource Management Plan
- ✓ Establish and Execute a Customer Service Standard
- ✓ Finalize the Asset Management Plan

# Strategic Goals, Objectives & Actions



## Goal 1: A Vibrant and Growing Economy

Objectives	Actions
<b>1.1:</b> A stronger more diversified economy	<b>1.1.1:</b> Develop and execute a Comprehensive Economic Development Strategy (to bring business to the City of Kawartha Lakes and to expand local employment)
<b>1.2:</b> Better marketing and improved community visibility	<b>1.2.1:</b> Develop and execute a targeted Branding, Marketing & Communications Strategy (to increase the profile and visibility of the City of Kawartha Lakes, with a focus on the Greater Toronto Area market)
<b>1.3:</b> Enhanced Tourism	<b>1.3.1:</b> Update the Tourism Strategy





## Goal 2: An Exceptional Quality of Life

<b>Objectives</b>	<b>Actions</b>
<b>2.1:</b> A more culturally vibrant community promoting culture, arts & heritage	<b>2.1.1:</b> Strengthen existing cultural and heritage assets
<b>2.2:</b> Improved Wellness, Well-Being & Community Health	<b>2.2.1:</b> Improve walkability and accessibility in the City of Kawartha Lakes <b>2.2.2:</b> Enhance access to Community & Human/Health services (Includes items such as Age Friendly Strategy, Accessible Recreation, youth access to recreational services, community access to range of health care services etc.) <b>2.2.3:</b> Increase the supply of affordable housing



## Goal 3: A Healthy Environment

Objectives	Actions
<b>3.1:</b> A healthier environment	<b>3.1.1:</b> Develop and execute a Green City Charter <b>3.1.2:</b> Execute the Integrated Waste Management Strategy <b>3.1.3:</b> Develop and execute the Energy Management Plan <b>3.1.4:</b> Develop and execute Low Impact Development (LID) Standards for the City <b>3.1.5:</b> Finalize Lake Management Plans (and utilize these plans in future decision making) <b>3.1.6:</b> Protect & enhance water quality <b>3.1.7:</b> Protect prime agricultural land (by including policies in the Official Plan and working with the agricultural community to identify opportunities to support the sector) <b>3.1.8:</b> Protect natural features and functions <b>3.1.9:</b> Manage aggregate resources
<b>3.2:</b> Community	<b>3.2.1:</b> Update the City's community preparedness plan (by working with community

<b>Objectives</b>	<b>Actions</b>
preparedness	partners to address both natural hazards, including flooding and erosion as well as man-made hazards and threats to community safety and security)



## Strategic Enablers

Our Strategic Plan is supported by four Enablers. These are key foundations that will allow us to develop and to execute our Strategic Plan.

Exceptional organizations design, manage and improve processes, products and services to create value for residents and other stakeholders. They manage internal processes and resources to support their strategies and to ensure operational efficiency and effectiveness. They manage their assets and their people and create an organizational culture that values the skills and knowledge of staff for the benefit of the enterprise.

Exceptional organizations recognize the importance of fiscal prudence and delivering affordable services.

### Enabler 1: Responsible Fiscal Resource Management

Objectives	Actions
<b>E1.1:</b> Fiscally responsible service delivery	<b>E1.1.1:</b> Develop and execute a 5 & 10 year Budget Strategy, (to be reviewed annually) <b>E1.1.2:</b> Finalize and execute the City's Core Services Review

## Enabler 2: Effective Human Resource Management

Objectives	Actions
<p><b>E2.1:</b> Build Organizational Resiliency</p>	<p><b>E2.1.1:</b> Develop and execute a Comprehensive Human Resource Management Plan (to address staff training and development, skills building, develop succession planning contingency strategy including contingency funding to cover position overlap and seamless positional transition, recruitment and retention, knowledge retention and transfer, hiring standards and practices, inform 5 &amp; 10 year budget strategy)</p>
<p><b>E2.2:</b> Become An Employer of Choice</p>	<p><b>E2.2.1:</b> Review and adopt an appropriate “employer of choice” model and benchmark</p>

### Enabler 3: Municipal Service Excellence

Objectives	Actions
<b>E3.1:</b> Provide Exceptional Customer Service	<b>E3.1.1:</b> Establish and execute a Customer Service Standard
<b>E3.2:</b> Enhance Communications	<b>E3.2.1:</b> Enhance communications and citizen accessibility to government services
<b>E3.3:</b> Service Excellence	<b>E3.3.1:</b> Review and adopt best municipal practices (and continue to review operational efficiencies using lean methodology)

## Enabler 4: Efficient Infrastructure and Asset Management

Objectives	Actions
<p><b>E4.1:</b> Best technology and best use of technology</p>	<p><b>E4.1.1:</b> Enhance emplacement of third party public infrastructure (i.e. telecommunications, utilities etc.) to support economic growth and the provision of efficient municipal services</p> <p><b>E4.1.2:</b> Improve existing website and technology to provide exceptional customer service experience (by moving from a repository of information to an interactive platform providing access to information, e-commerce opportunities and open data/government)</p> <p><b>E4.1.3:</b> Execute the Electronic Documents Records Management System</p>
<p><b>E4.2:</b> Well managed and maintained municipal assets</p>	<p><b>E4.2.1:</b> Finalize the Asset Management Plan</p> <p><b>E4.2.2:</b> Update and execute Municipal Master Plans</p>
<p><b>E4.3:</b> Environmentally efficient municipal infrastructure</p>	<p><b>E4.3.1:</b> Develop municipal operations and practices that lead toward environmentally efficient municipal infrastructure</p>

## Implementation – Turning the Plan from Vision to Reality

Perhaps the most critical ingredient in developing any Strategic Plan is a commitment to implementation.

At the City of Kawartha Lakes, staff will be guided by the vision and by the strategic goals and actions that are contained in this document. To ensure staff remains on track and on target, this document will be utilized as the basis for developing operational plans at the departmental level.

Staff will monitor and report on the results every six months and take progress reports to Council and post them to the City of Kawartha Lakes website at [www.KawarthaLakes.ca](http://www.KawarthaLakes.ca) so that the community members can see the progress. Staff will work collaboratively with the many community partners to see key priorities emerge as ‘on-the-ground’ actions and will be unwavering in our collective commitment to moving forward with the priorities that are articulated herein.

We welcome your input and we invite you to follow our progress.