



Kawartha Lakes Strategic Plan 2020-2023



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Kawartha Lakes is committed to complying with the Accessibility for Ontarians with Disabilities Act (AODA) in order to create a barrier-free Ontario. We are committed to the four core principles of dignity, independence, integration and equal opportunity. We support the full inclusion of persons as set out in the Canadian Charter of Rights and Freedoms and the AODA. If this document is required in an alternate format, please contact accessibility@kawarthalakes.ca.

Vision

Thriving and growing communities within a healthy and natural environment.





Mission

To deliver the highest standard of municipal services while creating a healthy and sustainable future for all Kawartha Lakes' residents and businesses.



Guiding Principles

These Guiding Principles outline the foundation for all the work we do. They provide what is important and act as a decision making lens as we work towards our vision.

Fiscally Responsible

We are focused on fiscally responsible core service delivery. In order to ensure the long-term financial health of our municipality we must think broadly, balance the needs of our rural and urban communities, and be proactive and innovative in keeping our services affordable. We will continue to make informed decisions to ensure a sound financial future.

Open and Transparent

We are committed to operating in an open, accessible and transparent manner. We will continue to enhance how we inform, engage, and listen to residents and stakeholders. Performance measures will ensure we stay on track and remain accountable for results.

Partner and Collaborate

We can't do it alone. We will strengthen our relationships with external organizations to collaborate on projects and services. We support innovation and look for opportunities to partner to advance our common goals. We work with all levels of government to maximize "one taxpayer" investments.

Service Excellence

We serve our community with pride. We seek to understand and meet the needs of those we serve within our available resources. We are committed to accessible, timely, knowledgeable, courteous and fair service. We value feedback and use what we learn to **Make It Better.**



Values

We believe in:

Accountability

We do the right thing. We take responsibility for our own actions and honour the commitments we make. We are professional and accountable to our community. We strive to make decisions in the best interest of all citizens, balancing needs with affordability. We work to **Make It Better** every day.

Respect

We communicate openly and honestly. We value the contributions of others and accept and appreciate our differences. We actively listen to better understand other perspectives and treat everyone with dignity and fairness.

Teamwork

We are all community builders. Community building is about meeting the needs of citizens and businesses today without compromising the needs of future generations. We appreciate everyone's strengths and willingly share our knowledge and experience to help achieve our goals. We demonstrate high levels of trust and cooperation and work to build consensus. Every team member matters.

Kawartha Lakes Strategic Plan Framework

Vision

Thriving and growing communities within a healthy and natural environment.

Mission

To deliver the highest standard of municipal services while creating a healthy and sustainable future for all Kawartha Lakes' residents and businesses.

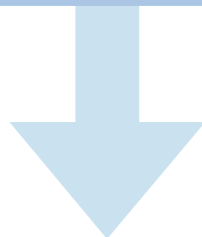
Guiding Principles

Fiscally
Responsible

Open and
Transparent

Partner and
Collaborate

Service
Excellence



Strategic Priorities



A Vibrant and
Growing Economy



An Exceptional
Quality of Life



A Healthy
Environment



Good
Government

Values

Accountability • Respect • Teamwork

Roles

Within the strategic document there are priorities for the municipality to deliver. Some of these priorities may require the support and involvement of others. The following legend identifies Kawartha Lakes' role:

- **Provide:** The municipality leads the work
- **Partner:** The municipality works with others to deliver
- **Facilitate:** The municipality will encourage others to deliver
- **Advocate:** The municipality will actively lobby and promote other decision makers



A Vibrant and Growing Economy

1. Create an environment to attract business to Kawartha Lakes

How will we make this happen?

- Support downtown revitalization to ensure our communities have a strong core
- Leverage local business ambassadors and talents, and with business groups and associations
- Create an Innovation Centre to support and encourage high growth new businesses
- Ensure private business start-up and expansion costs are competitive
- Continue the Million Dollar Makeover program and Community Improvement Programs to support business growth and expansion through grants and loans
- Protect and support agricultural land and businesses

2. Attract new business and expand local employment

How will we make this happen?

- Build a brand to attract both business and people
- Offer business development programs to support the agricultural, tourism, cultural, manufacturing and innovation sectors

3. Enhance tourism

How will we make this happen?

- Refresh and execute a Destination Development Plan
- Increase the visitor spend in Kawartha Lakes
- Capitalize on visitor experiences that differentiate Kawartha Lakes

A Vibrant and Growing Economy Progress Indicators

- Median household income
- Agricultural revenues
- Amount of private sector investment per dollar of Million Dollar Makeover funding
- Percentage of floor space occupied for retail, commercial and industrial businesses
- Number of jobs in the community compared to the provincial forecast
- Number of visitors, day and overnight



An Exceptional Quality of Life

1. Improve the health and well-being of residents

How will we make this happen?

- Refresh and expand long-term care beds
- Support medical and health practitioner recruitment
- Enhance accessibility and encourage and support “age-friendly” programs and initiatives
- Encourage innovative programs through all emergency services and partners to ensure community safety and wellness
- Make quality child care available by administering fee subsidies to families and operating funding for child care agencies
- Partner to establish a wellness centre in Coboconk
- Develop and oversee homelessness prevention programs and supports including emergency shelter

2. Build social infrastructure

How will we make this happen?

- Continue to encourage mixed development, with a focus on affordable, attainable and purpose built housing
- Develop a Community Safety and Well-Being Plan
- Update the municipality’s community preparedness plan to address natural and man-made hazards
- Delivery of the Ontario Works program and employment supports
- Provide community agency programs for poverty reduction and community participation programs

3. Increase access to transportation options

How will we make this happen?

- Promote and encourage connections and access to regional (multi-mode) transportation networks and systems
 - Develop and execute an Active Transportation Plan
 - Develop and execute a Parking Strategy
- Execute roads needs plans and invest in life cycle improvement measures and supporting maintenance programs
- Execute the Transit Master Plan

4. Ensure recreation and leisure programs are available to all residents

How will we make this happen?

- Increase linkages in local trail systems to improve connectivity
- Maintain “community hubs” such as parks, buildings and active spaces for social, healthy interactions

5. Community Building

How will we make this happen?

- Enhance community involvement
- Foster civic pride
 - Increase beautification efforts
 - Update and execute the Cultural Master Plan
- Support and promote arts, culture and heritage

An Exceptional Quality of Life Progress Indicators

- Progress on meeting Affordable Housing targets
- Median age compared to provincial average
- Council approval of Community Safety and Well-Being Plan, Community Preparedness Plan, Active Transportation Plan, and Parking Strategy
- Total kilometres of multi-use trails
- Number of trail connections made
- Utilization of sports fields
- Number of participants in recreation programs
- Number of participants to library programs, services and facilities
- Amount of funding provided for beautification and community enhancement efforts



A Healthy Environment

1. Increase waste reduction and diversion

How will we make this happen?

- ● ● Execute the updated Integrated Waste Management Strategy

2. Implement the Healthy Environment Plan

How will we make this happen?

- ● ● Execute the action plan with key partners and stakeholders

3. Protect and enhance water quality

How will we make this happen?

- ● ● Continue to ensure municipal drinking water sources are protected and municipal drinking water continues to meet provincial standards
- ● ● Oversee source water protection for private sewage systems
- ● ● Complete and implement lake management plans to ensure long-term health

4. Develop and execute a Green City Charter, our corporate commitment to leadership in environmentally friendly business practices

How will we make this happen?

- Reduce our corporate carbon footprint
 - Create an efficient facility model
 - Environmentally efficient municipal infrastructure
 - Green procurement policy
- Green Fleet program and practices
 - Management of waste at municipal facilities

5. Protect and preserve natural areas and prime agricultural land

How will we make this happen?

- Promote sustainable development
 - Protect prime agricultural land
 - Protect and enhance our tree canopy

Healthy Environment Progress Indicators

- Waste diversion rate
- Energy consumption for municipal operations
- Greenhouse gas emissions
- Progress reports on municipal drinking water systems
- Compliance with the municipal Salt Management Plan
- Progress on program milestones in the Healthy Environment Plan



Good Government

1. Asset management

How will we make this happen?

- ● ● Ensure municipal assets are well maintained and well managed
 - Access infrastructure funding
 - Effective management of the municipal building and land portfolio
 - Manage our aggregate resources

2. Increase efficiency and effectiveness of service delivery

How will we make this happen?

- Develop and document current levels of service
- Promote continuous improvement to **Make It Better** in all service areas
- Streamline by-laws, policies and processes
- ● Complete the Official Plan, Secondary Plans and Consolidated Zoning By-laws
- Develop and execute a long-term strategy for roads

3. Support community infrastructure

How will we make this happen?

- ● Maintain partnership with Eastern Ontario Regional Network (EORN) to ensure high speed broadband and cellular services are available throughout Kawartha Lakes
- ● Partner and advocate to maintain and encourage expansion of demanded community infrastructure and institutions

4. Refresh and execute our People Strategy

How will we make this happen?

- Establish an Employer of Choice model
- Formalize staff attraction and retention programs including succession planning
- Business continuity planning to ensure organizational resiliency

Good Government Progress Indicators

- Amount of infrastructure investments, including grants from other levels of government
- Number of **Make It Better** improvements made
- Approval of the People Strategy for employee attraction and retention
- Annual sales of municipal land
- Greenhouse gas emission reduction

Measurement and Reporting

In order to ensure we are meeting our guiding principle of being Open and Transparent, we will be reporting regularly on the Strategic Plan. This will include:

Biannual Reporting – to Council

Annual Report – to the Community

Annual Work Plans – aligned with budget

Website Updates – scorecard



www.kawarthalakes.ca
www.explorekawarthalakes.ca

We invite you to Jump In and join an online conversation about projects
and issues shaping the future of our community.

www.jumpinkawarthalakes.ca

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