

The Corporation of the City of Kawartha Lakes

Council Report

Report Number CAO2016-008

Date: August 9, 2016
Time: 2:00 p.m.
Place: Council Chambers

Ward Community Identifier:

Subject: Strategic Balanced Scorecard

Author/Title: Sara Beukeboom

Signature: 

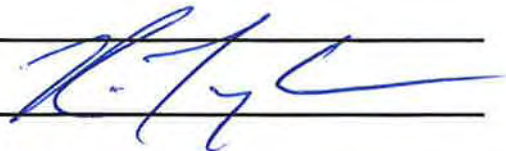
Recommendation(s):

RESOLVED THAT Report CAO2016-008, **Strategic Balanced Scorecard**, be received.

Department Head: _____

Corporate Services Director / Other: _____

Chief Administrative Officer: _____



Background:

At the regular Council meeting held January 26, 2016 Council received a presentation on the City Strategic Plan and 2016 Top 10 priorities of that plan.

CAO Taylor provided an overview of the City of Kawartha Lakes 2016-2019 Strategic Plan. He outlined our vision, mission and values and identified the three (3) strategic goals; a vibrant and growing economy, an exceptional quality of life and a healthy environment. CAO Taylor outlined immediate priority actions and stated that the Strategic Plan will be utilized as the basis for developing annual work plans at the department level and act as a guiding document to make our vision a reality. CAO Taylor responded to questions from Council members. A copy of the presentation is available in the Clerk's Office.

**Moved by Councillor Martin, seconded by Councillor Elmslie,
RESOLVED THAT** the presentation of CAO Taylor regarding the 2016-2019 Strategic Plan, be received;
THAT Report CAO2016-002, **2016-2019 Strategic Plan**, be received;
THAT the City of Kawartha Lakes 2016-2019 Strategic Plan, as outlined in Appendix A to Report CAO2016-002, be approved by Council; and
THAT all future staff reports incorporate a replaced heading entitled: **RELATIONSHIP OF RECOMMENDATION(S) TO THE 2016-2019 STRATEGIC PLAN.**

CARRIED CR2016-076

The final page of the City Strategic Plan addresses turning the plan from vision to reality. Staff committed to monitor and report on the results every six months and take progress reports to Council and post them on the website. This report addresses that direction.

Rationale:

The Strategic Plan has been rolled out both to the public and internally. The CAO has held several sessions across the City and continues to meet with staff to communicate this plan and the impact it has on departmental workplans.

Shortly after this plan adoption in January 2016 and the communication roll-out, staff initiated 2016 workplans to address the identified Top 10 priorities. Attached as Appendix A to this report is the City's Strategic Balanced Scorecard that reflects and measures progress on these 10 priorities. As the Plan continues to be implemented, KPI's will be better defined for more quantitative measure of corporate performance and success.

For the Goal of **A Vibrant and Growing Economy**, a Comprehensive Economic Development Strategy has been launched. This Strategy will set out priorities and actions to implement a focused community economic development program. A targeted Branding, Marketing and Communications Strategy has also been launched concurrently, and will complement the branding and marketing objectives of the City's Economic Development program.

For the goal of **An Exceptional Quality of Life**, Priority to Enhance access to Community & Human/Health Services, several Key Performance Indicators (KPI's) are being developed, some of which are measured on the scorecard, with others to be added in the future. This priority includes those services the City delivers or supports locally, and considers affordability and economic stability, accessibility, health and well-being, inclusiveness and diversity, and citizen safety.

The goal of **A Healthy Environment** includes some KPI's on the scorecard to protect and enhance water quality and prime agricultural land:

Source Water Intake Protection

The City has partnered with Kawartha Region Conservation Authority to both assess the City's 16 properties within protection zones and to create risk mitigation plans for the 25 identified significant threats.

Sewage Inspections

The mandatory maintenance sewage inspection program consists of 650 sites under the Source Water Protection Municipal Drinking Water requirements.

The program began in 2015 and the Municipal Water supplies serving Western Trent, Woodville and Woods of Manilla were targeted. A total of 148 voluntary inspections were completed. The workplan continues in 2016 and into 2017. The legislation requires that properties within the source water protection boundary be inspected every 5 years.

Lake Management Plans and Flood Protection

The City continues to collaborate with KRCA to complete Lake Management Plans throughout the City, and complete updated Floodplain mapping to establish protective policies for residents and property.

Agricultural Land Inventory

Economic Development's workplan for 2016 includes a determination of baseline data and to identify opportunities through a needs analysis. In order to formulate future workplans, data must be gathered and analyzed.

Municipal Drains

Municipal Drains are a critical part of the City's infrastructure, primarily located in rural agricultural areas of the City. These drains are constructed and maintained to improve the drainage of land and serve as a discharge point for private agricultural drainage systems. Municipal Drains are implemented by the process outlined in the Ontario Drainage Act. The City has a total of 59 municipal drains which consist of 177km of total drains.

The Corporation continues to focus on strengthening our **Strategic Enablers**, those foundational support processes and programs to maximize our operations and services. In some instances, 2016 is a year to formulate the planning and develop baseline strategies. The following foundational strategy frameworks have been initiated:

- A 5 & 10 year budget Strategy;
- A Customer Service Standard;
- A Comprehensive Human Resource Management Plan; and
- An enhanced Asset Management Plan.

The City is performing well in delivering the initially identified Core Service Review results by the end of 2016.

Conclusion:

Staff will report back on the progress related to the top 10 Priorities and other elements of the Strategic Plan following year's end in an "annual report". Early in 2017, Staff will re-examine Priorities with Council in order to mobilize and execute 2017 workplans efficiently and effectively.

Other Alternatives Considered:

Staff will continue to refine meaningful KPI's to report to Council that reflects progress on the City's Strategic Plan.

Financial Considerations:

The 2017 Budgets will incorporate the methodology of "budgeting to priorities"; to ensure resources are allocated as needed to address the priorities of Council.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

This report addresses the progress on the Council Adopted Strategic Plan. It addresses all of the Goals, namely:

- Goal 1 – A Vibrant and Growing Economy
- Goal 2 – An Exceptional Quality of Life
- Goal 3 – A Healthy Environment

This report identifies the relationship with Council's identified Top 10 Strategic Priorities contained in the Plan. The following is a link to the Strategic Plan:

<http://links/corpdocs/Corporate/2016%20Final%20Draft%20Strategic%20Plan%20-City%20of%20Kawartha%20Lakes.pdf>

Review of Accessibility Implications of Any Development or Policy:

The scorecard identifies several action items related to Accessibility under the goal of An Exceptional Quality of Life.

Servicing Comments:

The scorecard identifies the action item related to the City's Asset Management Plan under the goal of Efficient Infrastructure and Asset Management.

Consultations:

Senior Management Team

Attachments:

Appendix A - City Strategic Balanced Scorecard (mid-year update 2016)



City Strategic
Balanced Scorecard -

Phone: (705) 324-9411, ext. 1255

E-Mail: sbeukeboom@city.kawarthalakes.on.ca

Department Head: Ron Taylor, CAO

Department File:

City Strategic Balanced Scorecard



2016

Goal 1: A Vibrant and Growing Economy

Action	KPI	Annual Target	Q1		Q2		Q3		Q4	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
Develop a Comprehensive Economic Development Strategy to bring business to the City of Kawartha Lakes and to expand local employment	Create the framework and project workplan, complete Research, Stakeholder Engagement by December 2016 100%	100%	0%		10%	10%	60%		100%	
	Council approved Economic Development Strategy by June 2017 100% complete,									
Develop and implement 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	Council approved multi year Communication strategy by December 2016 100%	100%	0%	0%	5%	10%	60%		100%	
	Council approved Marketing & Branding Strategy by December 2017 100%									

Goal 2: An Exceptional Quality of life

Action	KPI	Annual Target	Q1		Q2		Q3		Q4	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
Enhance existing community services and access to municipal services and facilities (Includes items such as Age Friendly Strategy, Accessible Recreation, youth access to recreational services, community access to range of health care services etc)										
Enhance Community Accessibility	Create Age-Friendly Business Guide	100%	0%	0%	10%	10%	50%		100%	
Provide Affordable Recreation Opportunities	Review and Update Funding Policies and Fees and Charges Schedule	100%	0%	0%	50%	75%	75%		100%	
Enhance Youth access to Recreational Services	Administer Jumpstart Funding Program	100%	0%	0%	50%	50%	75%		100%	

Action	KPI	Annual Target	Q1		Q2		Q3		Q4	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
Increase the supply of Affordable Housing	Develop a strategy and schedule to implement new Affordable Housing initiatives with a goal to approve three new projects. Complete 100% by September 2016.	100%	25%	25%	50%	50%	100%			
Implement recommendations of the City's Poverty Reduction Action Plans to enhance quality of life for all residents	The establishment of a community-based Poverty Reduction Roundtable to develop implementation workplans to address recommendations of the City's Poverty Reduction Action Plans.	100%			20%	20%	80%			
Community access to health & safety services	ACP Call Capture - percent of emergency patients getting advance care treatment.	75%	75%	97%	75%	Not Available as of yet	75%		75%	
	National Fire Protection Act (NFPA) 1720 Applies to Kawartha Lakes Fire Rescue Service (KLFRS) where over 85 percent of the department membership are volunteer emergency services personnel <500 persons per sq. mile Minimum of 6 FF's within 14 minutes 80% of the time - applies to CKL other than Lindsay and remote areas where travel time exceeds 8 miles	14:00	14:00	13:27	14:00	13:18	14:00		14:00	

Goal 3: A Healthy Environment

Action	KPI	Annual Target	Q1		Q2		Q3		Q4	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
Continue to protect sources of drinking water supply	Assess all sixteen (16) CKL owned properties within an intake protection zone and develop "Risk Management Plans" as required.	100%	0%	0%	25%	0%	50%		100%	
	Identify and manage twenty-five (25) significant threats through creation of Risk Management Plans.	100%	0%	0%	25%	0%	50%		100%	

Action	KPI	Annual Target	Q1		Q2		Q3		Q4	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
	Complete 200 septic inspections to comply with the Clean Water Act by December 2016	240	0	0	80	46	174		247	
Protect agricultural land by including policies in the Official Plan and working with the agricultural community to identify opportunities to support the sector	Ec Dev update the Statistics in the Agriculture Economic Impact & Development Study by September 2016	100%	0%	0%	5%	5%	100%			
	Ec Dev determine baseline data & Identify needs analysis for CKL from the Greater Golden Horseshoe Agri Food Asset mapping (completion by Q2 2017) 75% complete by December 2016	75%			50%	50%	60%		75%	
	Engineering to perform inspections of municipal drains in accordance with the Ontario Drainage Act	12	3	3	6	7	9		12	
	Engineering to perform clean outs of municipal drains in accordance with the Ontario Drainage Act	4	0	0	0	0	3		4	

Enabler 1: Responsible Fiscal Resource Management

Action	KPI	Annual Target	Q1		Q2		Q3		Q4	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
Develop and implement a 5 & 10 year Budget Strategy, to be reviewed annually.	Council approved 5 & 10 year budget strategy and financial plan by November 14 2016	100%	10%	10%	30%	30%	60%		100%	
Continue to conduct the Core Services Review and implement approved recommendations	Complete Phase 1 of Core Service by June 30 2016 (Presentations) 100%	100%			100%	100%				
	Have decisions to Council by Dec 31 2016 - 14 remaining 100%	14					7		14	

Enabler 2: Effective Human Resource Management

Action	KPI	Annual Target	Q1		Q2		Q3		Q4	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
Complete 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 & 10 year budget strategy	Council approved HR Strategy by December 2016	100%	25%	25%	50%	50%	75%		100%	
Enabler 3: Municipal Service Excellence										
Establish and implement a Customer Service Standard and Review and adopt best municipal practises (and continue to review operational efficiencies using lean methodology)	Update on Strategy will be provided to Council by December 2016 100%	100%	0%	0%	5%	20%	60%		100%	
	Strategy Completion by June 2017 100% with Training rolled out by December 2017 100%									
Enabler 4: Efficient Infrastructure and Asset Management										
Finalize the Asset Management Plan	Complete Asset management plan and submit to Province by the deadline by December 2016 and software to ensure asset maintenance	100%	25%	25%	35%	35%	70%		100%	