

THE CORPORATION OF THE CITY OF KAWARTHA LAKES

REPORT

CAO2008-027

Council Meeting Date: December 9, 2008
Council Meeting Time: 1:00 p.m.
Council Meeting Place: Council Chambers

Ward/Community Identifier

Subject: Adoption of Strategic Priorities 2008-2013

Author: Jane Lunn

Signature: 

RECOMMENDATION(S):

RESOLVED THAT Report CAO2008-027, "*Adoption of Strategic Priorities 2008-2013*", be received;

THAT the Community Values be modified slightly as follows:

Add "*Council and staff*" as part of the statement "*Volunteers, Council and staff are recognized...*"; and

Under Good Government add "*Will evaluate and report results on a regular basis*".

THAT the Strategic Priorities 2008-2013 developed through various Strategic Planning Sessions, and as amended by Committee of the Whole on November 18, 2008 and attached to Report CAO2008-027, be formally endorsed;

THAT staff bring forward any budget related initiatives through the appropriate budget planning cycle; and

THAT the Strategic Priorities be published and communicated to the degree possible within existing budgets.

DIRECTOR:

OTHER: 

TREASURER (if applicable)

CHIEF ADMINISTRATIVE OFFICER

BACKGROUND:

At the November 19th, 2008 Special Council Meeting, Council considered report Council adopted the following resolutions relative to Report CAO2008-023 - Strategic Initiatives and Priorities – Strategic Planning Outcomes :

Moved by Councillor Robertson, seconded by Councillor Hodgson,
RECOMMEND THAT Report CAO2008-023, “Strategic Initiatives & Priorities – Strategic Planning Outcomes”, be received; and
THAT the Strategic Initiatives and Priorities attached to Report CAO 2008-023 be forwarded to Council for formal consideration and adoption along with previous modifications made to the Community Values, and with the following amendments:

EG14 be removed from the listing
GI4 – amended timeframe to be 2010Q1/Q2 target completion
ED 7 – be amended to add in Ex. Roofed Accommodation
ED11 – be added to Read – Explore and Identify the various indicators such as Top Cities in Canada and BMA, or other similar benchmark indicators to monitor and benchmark the municipality’s progress;

Moved by Councillor James, seconded by Councillor Ashmore,
THAT the motion be amended to change EG11 – amend timeframe to be 2009 Q3.

The amendment was put and CARRIED

The original motion as amended was put and CARRIED CW2008-016

This report is further to the above referenced direction.

RATIONALE:

Council and Senior Staff have worked extensively on these priorities through numerous strategic planning sessions that commenced on June 9th of this year and concluded in late October. With the assistance of external facilitators at times, as well as in-house facilitation, both Council and Directors have worked hard to identify the priorities of the Corporation in an effort to move towards the 2012 Community Vision developed by the community in 2001.

It is now time to finalize and formally adopt these priorities which will set the future direction for the Corporation and assist staff in defining both future business plan priorities within various Divisions and Departments as well as budgets.

Recognizing the effort and the longer term planning involved, it is also recommended that a document be published to assist in communicating these priorities to all stakeholders (community, committees and staff) and to also provide us with a document to check on our progress as we move through the next 3 to 5 years. Based upon an earlier effort at trying to get grant funding through CFDC for this, an estimate of \$5,000 is anticipated to produce such a document and it is believed that this should be accommodated within existing budgets. Additionally, communication efforts to staff and others through such things as our website and training sessions are hoped to be maximized to pass along the message of Council’s strategic directions.

Pending a decision by Council of this direction, it is anticipated that there will be an annual review and update of these strategic initiatives, ideally prior to budget cycles, in order to

keep the objectives current. Additionally, it is anticipated that some of these objectives will form the basis for future planning sessions which are being identified monthly in the new meeting cycle schedule recently approved by Council.

OTHER ALTERNATIVES CONSIDERED:

Council and Senior staff discussed various options and alternatives throughout the strategic planning sessions. Council could determine different priorities and, as the years evolve, it is recognized that priorities may change. Regardless, as this Council reaches the mid-point of their term, it is appropriate to clarify the priorities in order to provide staff direction on the collective position of Council.

FINANCIAL CONSIDERATIONS:

As indicated in the attached documents, some of these initiatives will be reliant on investment of funds during various budget cycles. The publication of a document is being proposed to be incorporated into existing budgets.

RELATIONSHIP OF RECOMMENDATION TO 2002-2012 VISION:

Through the Strategic Planning sessions, Council and staff focused and re-affirmed the 2012 Community Vision Statement and Values. These documents formed the foundation for the strategic efforts that followed.

REVIEW OF ACCESSIBILITY IMPLICATIONS OF ANY DEVELOPMENT/POLICY

Some of the priorities will address accessibility requirements as noted (such as CB1 To adopt an Accessibility Strategy).

CONSULTATIONS:

Council and Directors

ATTACHMENTS:

Community Vision
Community Values – as modified
Mission Statement
Our 5 Strategic Priorities – Community Building
Economic Development
Effective Government
Growth & Infrastructure
Protecting our Environment

Phone: (705) 324-9411, ext. 264	CAO: Jane Lunn
E-Mail: jlunn@city.kawarthalakes.on.ca	Dept. File:

COMMUNITY VISION

In 2012, the City of Kawartha Lakes is a **Community of Vibrant Communities**. Each community continues its own honoured traditions, its uniqueness preserved. Communities have found value in cooperation and have adopted shared responsibility for the quality of life found throughout the City. Our communities are the pillars upon which the City has been built.

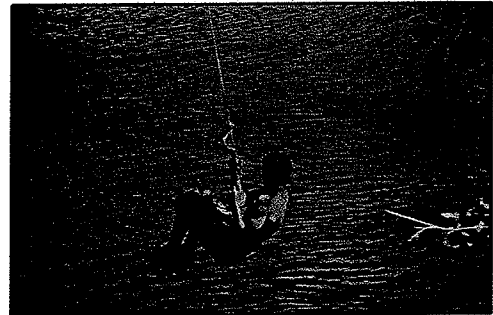
We are a **Green Community**. We recognize the importance of the environment to our quality of life and economic prosperity. Land use planning and other decision-making is based on an *Environment First Principle*. We are proud of our environmental leadership and the legacy that we leave for future generations. Our protection of environmentally sensitive areas plus our effective implementation of standards for preservation of air, water and land resources, have been recognized internationally.

Responsible Planning and Growth are essential to the well-being of the City and its communities. Growth is desirable and necessary. Our Official Plan reflects our expectations for responsible growth and preservation of our green community. A fiscally responsible plan for development of infrastructure supportive of the Official Plan is maintained by the City.

The City of Kawartha Lakes has **Good Government**. Our political leaders have embraced change as demonstrated by their commitment to – supporting cooperation among communities, innovative policies for protection of the environment and responsible growth, advancement of the economy and, fair and affordable provision of services and facilities on a city-wide basis. This is a government that cares – Council and staff are responsive to the needs of individuals and communities, politicians are approachable and communicate often with constituents and, volunteers are encouraged and recognized for their efforts.

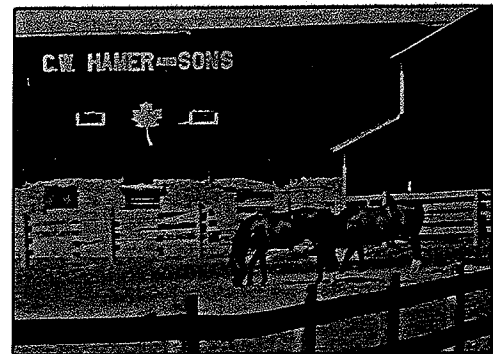
Attention has been given to three groups within our population – **Seniors, Youth and Persons with Special Needs**. Under the guidance of the city-wide Seniors Council, the important role of seniors in our communities as well as their special needs have been recognized. Seniors are fully participating members of the City, making contributions as volunteers, mentors, investors, consumers and community leaders. Youth also have a voice through the city-wide Youth Council which is working with City Council, educators, community leaders and business to make Kawartha Lakes an attractive place for youth to live and work. With leadership from organizations such as the United Way and Community Cares, planning for community facilities, services and programs has improved participation, accessibility and affordability for persons with special needs. All residents can access health and community care services.

Economic Prosperity can be seen throughout the City - our well-established tourism and agricultural sectors are growing, our main streets are vibrant retail and service areas and, manufacturing is expanding. New and young entrepreneurs, local residents and communities are prospering. We are a technologically-connected community. This has been achieved by business



persons, professionals, politicians and residents working together to seize the moment and capitalize on unique, exciting and profitable opportunities. Road blocks have been minimized and cooperation maximized. We are well organized to implement our economic strategy now and into the future.

Agriculture is a valued sector of our economy. Farmers, rural residents and local government have established policies that support the continued growth of agriculture in the City. Rural residents and agriculture live in harmony. We have taken advantage of our proximity to the large southern Ontario marketplace. Traditional agricultural activities are combining with opportunities in agri-tourism and new products and production methods to enhance the long-term viability of the industry.



Our status as an **International Tourism Destination** is well known. Famous for our natural beauty and outstanding natural assets including the Trent-Severn Waterway, we attract thousands of international visitors each year. We are the first choice for cottagers and other southern Ontario residents looking for a place to get away from urban life. Visitors, of all ages, flock to the City for cultural opportunities and the rural experience that we offer on a year round basis at our fairs, festivals, theatre and arts venues, trails and waterways, parks, heritage sites and more. We are *The Gateway To The Kawarthas*.

The City of Kawartha Lakes is looking to the future while honouring its past.

COMMUNITY VALUES

Green Community
Responsible Growth
Community Focus
Good Government
Prosperity
Embrace Change

A brief description of the Values follows:

Green Community

- protect the environment – land, air and water
- respect our many natural assets
- preserve our rural way of life and agricultural activities
- celebrate the beauty and enjoy the peace and quiet

Responsible Growth

- controlled and managed growth through comprehensive policy initiatives
- strategic infrastructure investments

Community Focus

Spirit

- take pride in our past; celebrate our unique strengths; and, strive to make our communities better

Caring

- foster, value and appreciate volunteers; people and communities care about each other; help those in need; and, encourage the youth to stay and prosper

Identity

- embrace diversity of people and communities; and, preserve and celebrate rural and small town heritage

Health & Well Being

- residents across the City can access health and community care services

Good Government

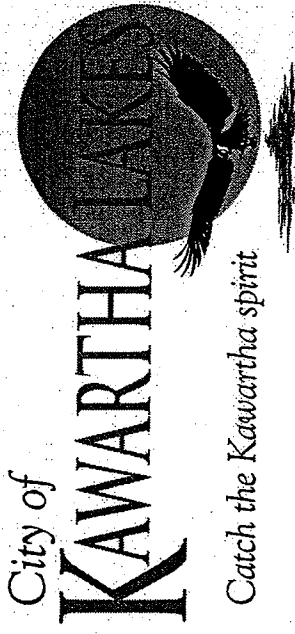
- decisions take into account fair treatment of all ages, all abilities, all communities
- city government provides good value for taxpayers' dollars
- proud of city-wide services which are affordable, effective and responsive
- **Council, Staff and** volunteers are recognized and valued
- **Will evaluate and report results on a regular basis**

Prosperity

- people are well educated and prosperous
- economy is growing and diversifying
- young people choose to live and work in the City

Embrace Change

- look to the future; be innovative and entrepreneurial
 - be a technologically-connected community
 - communities cooperate city-wide for benefit of all
-



Mission Statement

We are a municipality that respects our past, our diversity, and our environment while embracing the future. Council and Staff are committed to providing excellence in public service through progressive and accountable leadership.

STRATEGIC PRIORITY – COMMUNITY BUILDING

Strategic Objectives

- To promote accessibility for all citizens and visitors.
- To support the public need for practicing health care professionals.
- To enhance citizen engagement in community affairs.
- To encourage and recognize volunteerism in the community at large
- To provide recreation and wellness activities for the community
- To encourage art and culture in the City.
- To recognize the heritage and lifestyle associated with our various communities.

Strategic Initiatives

CB 1	To adopt an Accessibility Strategy. To implement customer service standard requirements as required by legislation by December 31, 2009 (Resource required)	2009 – Q4 2010 Budget
CB 2	Support strategies of the Kawartha Lakes Health Care Initiative to retain and attract more doctors to the area.	2009 – 2012 Budget
CB 3	Deliver a report on refining volunteer committee structures for public/stakeholder review and input.	2009 – Q2
CB 4	Develop a recognition event for City of Kawartha Lakes volunteers, such as an appreciation showcase.	2009 – Q3 Budget
CB 5	Renew and renovate necessary municipal facilities and infrastructure within CKL financial capabilities.	2009- 2013 Budget
CB 6	Allocate resources to initiatives that encourage the development of groups that support arts, culture, and heritage programs.	2010 – Q1 Budget
CB 7	Complete Fire Master Plan and establish implementation schedule Establish Water Tanker Shuttle Certification	2009 – Q2 2009 –Q4 Budget
CB 8	Investigate EMS Base locations for enhanced service responsiveness and establish implementation schedule.	2009 – Q2 Budget
CB 9	Pursue advancement of recommendations of various existing MasterPlans and Strategic initiatives in process. (ie. Trails, Parks, Recreation and Culture, Affordable Housing, Libraries, Arenas)	2009- 2013 Budget
CB10	Develop a Municipal Housing Strategy.	2010 – Q3
CB11	Adopt and implement the Transit Study Enhancement recommendations.	2009- 2012 Budget

STRATEGIC PRIORITY – ECONOMIC DEVELOPMENT

Strategic Objectives

- To focus on our community's economic strengths.
- To utilize strategies that are strongly driven toward business interests.
- To raise awareness of the City's unique economic opportunities.
- To attract investment to assist the operations of businesses in our communities.
- To provide consultative assistance to business owners.
- To promote and maintain commercial and industrial growth.
- To encourage continued development of a skilled workforce.

Strategic Initiatives

ED 1	Develop and implement an Agriculture Action Plan to support agriculturally-based businesses and organizations in consultation with other stakeholder groups including the Agricultural Advisory Committee.	2009 – Q3 to 2010 Budget
ED 2	Establish an Events Task Force and an Events Strategy Plan, in order to attract more cultural and social events for the City including exploring opportunities with the TSW.	2009 – Q2
ED 3	Create a Community Improvement Plan for a Green Hub to help guide long-term prosperity.	2009 – Q3 Budget
ED 4	Implement a Municipal Investment Strategy Plan to retain and attract new businesses.	2009- Q2
ED 5	Support small businesses by initiating an Outreach Business Visitation Program and completion of the Broadband Initiative.	2009 – Q2
ED 6	Conclude the Airport Review, and implement approved recommendations.	2009 –Q1 Budget
ED 7	Complete a rolling three-year Tourism Marketing Strategy to achieve increased visitation to the City. Implement recommendations found with the Strategic Tourism Plan utilizing timelines within the document as guideline. (ie. Roofed Accommodation).	2009 – Q4 Budget 2009- 2012
ED 8	Review and support refinements of our corporate processes to support being “open for business”. (One window approach)	2009 – Q4
ED 9	Develop a dedicated economic development website.	2009 – Q2
ED10	Work with community partners to address downtown revitalization.	2011- Q4

ED11	To explore and identify the various indicators such as Top Cities in Canada and the BMA Study, or other similar benchmark indicators, to monitor and benchmark the municipality's progress	

STRATEGIC PRIORITY – EFFECTIVE GOVERNMENT

Strategic Objectives

- To promote an effective and progressive Council and Staff Relationship.
- To make the Corporation an “Employer of Choice”.
- To ensure the most effective and efficient service provision to constituents.
- To provide resources that meet expected service levels and affordability of residents.

Strategic Initiatives

EG 1	To complete a Service/Organizational Review.	2009 – Q4 Budget
EG 2	To review and strengthen the Procedural By-Law.	2009 – Q1
EG 3	To review and update the Agenda and Reporting Policy.	2009 – Q2
EG 4	To develop and adopt an internal communications protocol.	2009 – Q3
EG 5	To provide training/update on roles and responsibilities of staff and Council members.	2009 – Q2
EG 6	Develop and adopt a Code of Conduct for Council and staff in conjunction with Ethics Workshops.	2009 – Q3
EG 7	To conduct the 2 nd Citizens Survey to receive feedback.	2010-Q3 Budget
EG 8	To conduct an Annual Strategic Planning Session to review accomplishments of Plan and to update/refresh as needed.	2009-Q3
EG 9	To complete a Performance Management System.	2009- 2010
EG10	To support the implementation of Action Plans identified through the Employee Survey and staff follow-up sessions. To re-survey employees to assess results of actions undertaken	2009-10 2011 Budget
EG11	To implement an Employee Suggestion Program.	2009-Q3 Budget
EG12	Allocate resources to identify and apply for funding from all potential external sources (such as sustainability, environment, community building, events, economic development).	2009-Q1
EG13	To implement IssuTraq to all Departments.	2010 Budget

STRATEGIC PRIORITY – GROWTH AND INFRASTRUCTURE

Strategic Objectives

- To manage growth and development through good planning and decision-making.
- To invest in development projects that meet current and future needs.
- To maintain the status of required assets and infrastructure to prescribed standards.
- To optimize the development approval process.
- To secure a sufficient amount of resources to be used for developmental activities.

Strategic Initiatives

Growth

GI 1	Adopt a new Official Plan for the City.	2009 – Q2
GI 2	Develop Solid Waste, Transportation, Servicing, and Pits & Quarries Master Plans for the City.	2010 – Q1
GI 3	Complete the Growth Plan Conformity Exercise.	2009 – Q2/Q3
GI 5	Create a city-wide Zoning By-Law, to be adopted by Council.	2009 – Q4
GI 6	Develop Secondary Plans for the City's Urban Settlement Areas.	2010/2011 Budget

Infrastructure

GI 4	Identify surplus assets in preparation for future sale/disposal.	2010 – Q1/Q2 Budget
GI 7	Prepare a 5-Year Plan for Capital Projects.	2010 – Q3 Budget
GI 8	Implement Asset Management System (PSAB) throughout Organization.	2011-Q4 Budget

--	--	--

STRATEGIC PRIORITY – PROTECTING OUR ENVIRONMENT

Strategic Objectives

- To improve water quality and quantity for the entire community.
- To incorporate environmental-sustainability into City policies, planning and operations.
- To reduce the impact of waste on the environment.
- To take a leadership role in protecting and conserving our natural resources.
- To reduce the municipal production of greenhouse gases, and overall carbon footprint.
- To explore best practices and new technologies to benefit the environment.

Strategic Initiatives

ENV 1	Develop a Water Conservation Strategy for Municipal Water/Wastewater users.	2009 – Q2
ENV 2	Develop an integrated community sustainability plan.	2009 – Q4 Budget
ENV 3	Develop and Adopt a Solid Waste Masterplan including but not limited to SSO(source separated organic), and EFW (energy from waste). Develop an Energy From Waste(EFW) Strategy.	2009-Q4 2011 – Q4
ENV 4	Develop and implement a Corporate Energy Management/Conservation Strategy.	2009 – Q4 Budget
ENV 5	Introduce conservation measures / new technologies / operational policies to reduce the environmental impact of CKL Fleet operations.	2010 – Q1 Budget
ENV 6	Implement a Source Separated Organic Program for Waste Diversion.	2010 – Q4 Budget
ENV 7	Implement Recommendations of the Source Water Protection Committees.	2011 Budget
ENV 8	Develop a Brownfields Re-development Strategy, maximizing non-city funding resources.	2010 – Q 4 Budget
ENV 9	Develop an Environmental Website.	2009 – Q4