

THE CORPORATION OF THE CITY OF KAWARTHA LAKES

REPORT

CAO 2009-023

Meeting Date: May 12, 2009
Meeting Time: 1:00 p.m.
Meeting Place: Council Chambers

Ward/Community
Identifier

Subject: Q1 and Q2 Status of Strategic Priorities

Author: Jane Lunn

Signature: 

RECOMMENDATION(S):

THAT Report CAO2009-023, "Q1 and Q2 Status of Strategic Priorities", be received for information purposes.

DIRECTOR:

OTHER: 

TREASURER (if applicable)

CHIEF ADMINISTRATIVE OFFICER

BACKGROUND:

Council will recall that at the December 9, 2008 Council meeting, Report CAO2008-027 was presented regarding the Strategic Priorities for 2008-2013. The following resolution was adopted:

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.

CARRIED CR2008-1002

This report is to provide an update on the status of the strategic priorities for the first two quarters of this year. Pending Council's feedback on suggestions for future reports, it is anticipated that this report will be done on a regular quarterly basis.

RATIONALE:

Attached as **Appendix A** to this report is a status update of all of the Strategic Priorities targeted to be addressed within the first two quarters of 2009.

As Council will see, three of the Quarter 1 initiatives have been completed with one (pursuing grant applications) still ongoing. Of specific note, grant applications for projects valued at over \$47million have been pursued this year. The effort of staff, Council and senior government representatives have been well worth it with an additional municipal investment of just under \$6.5 million leveraging grants of \$29.6 million to date.

Quarter 2 results also shows significant completion at the time of writing this report with five initiatives completed of the twelve targeted. Some initiatives were held up as a result of staff vacancies, and some are substantially completed (ie. Fire Master plan) with delays intentionally planned to allow for consultations.

Some of the multi-year initiatives have also been reported on as well having reached significant milestones in some areas. Of particular note is approval of the Transit Study, a Performance Management system and related policies for non-union staff, and advancement of various infrastructure and master plan/strategic planning efforts.

Upon reviewing some of the initiatives, it is acknowledged that some of our metrics are not as "measurable" in outcome as might be preferred for accountability purposes. For example, some have clear metrics, such as establishing an events program (measurable), however,

the initiative also suggests an ongoing task force to attract more events or implementation measures that will be ongoing. It will be helpful for Council and staff to keep measurable outcomes in mind when we do our annual review and refresh of our initiatives to ensure that, where possible, our outcomes set clear objectives to assist our various Departments in achieving annual goals.

Appendix B outlines in greater detail the various grant applications pursued by the municipality.

Attached as **Appendix C** is a 'draft' brochure publication developed by the Communications Officer which will show Council all of the initiatives that have been identified over the next 3 to 5 years in each of our strategic priority areas. Pending further refinement of the Mission Statement and the objectives for 2010 and beyond at Council's September session, we will look at broadcasting our successes further across the organization and then to the community. Feedback on format (and suggested circulation) would be most appreciated to assist the Communications Officer in advancing knowledge and awareness of our organization's strategic directions.

OTHER ALTERNATIVES CONSIDERED:

Not applicable. This report is provided for information purposes and to invite Council's input into future report and publication formats surrounding our strategic initiatives.

FINANCIAL CONSIDERATIONS:

As indicated in the original strategic priority report, some of the initiatives do have budgetary implications. To the degree budgets have been approved, staff have been able to advance those initiatives.

RELATIONSHIP OF RECOMMENDATIONS TO 2002-2012 VISION:

The Strategic Priorities align intentionally with the priorities outlined in the Community Vision Document. Significant advancement has occurred as identified in the attached documents.

REVIEW OF ACCESSIBILITY IMPLICATIONS OF ANY DEVELOPMENT/POLICY

Some of the initiatives support accessibility, however, they are not specifically identified within this report.

CONSULTATIONS:

Directors
Communications Officer

ATTACHMENTS:

Appendix A: Status Update for Q1 and Q2 and significant milestones
Appendix B: Analysis and Status of various Funding Applications
Appendix C: DRAFT brochure: Strategic Directions – City of Kawartha Lakes

Phone: (705) 324-9411, ext. 1296	CAO: Jane Lunn
E-Mail: jlunn@city.kawarthalakes.on.ca	Dept. File:

Status Update on 2009 Strategic Priorities

Target Quarter	Priority	Initiative	Lead	Status
1 st Quarter	Economic Development	ED6 – Conclude the Airport Review, and implement approved recommendations.	Public Works	Airport Review COMPLETE Committee established to handle implementation. COMPLETE for these purposes.
1 st Quarter	Effective Government	EG2 – To review and strengthen the Procedural By-Law	CAO – Clerk	COMPLETE Updates completed and approved by Council in February.
1 st Quarter	Effective Government	EG12 – Allocate resources to identify and apply for funding from all potential external sources (such as sustainability, environment, community building, events, economic development)	All Directors	Numerous applications have been submitted with excellent success. Over \$40million worth of applications have been submitted. To date, we have leveraged \$6.5million municipal contribution to draw \$33.7 million investment in this community. ONGOING – Some applications pending (Please refer to appendix B for breakdown)
2 nd Quarter	Effective Government	EG3 – To review and update the Agenda and Reporting Policy.	CAO – Clerk	COMPLETE Addressed in February and March in conjunction with the Procedural By-law. Changes in Council decision-making is resulting in quicker, more responsive turnarounds.
2 nd Quarter	Community Building	CB7 - Complete Fire Master Plan and Establish Implementation Schedule	Emergency Services	DRAFT Fire Master Plan has been provided to Council and is going through an employee and public consultation process. FINAL report anticipated in Q3
2 nd Quarter	Community Building	CB3 – Deliver a report on refining volunteer committee structures for public/stakeholder review and input.	Community Services	Report being researched and prepared by municipal intern in conjunction with PRC staff. CHANGED TO Q3 in light of focus on Events Strategy
2 nd Quarter	Community Building	CB8 – Investigate EMS base locations for enhanced service responsiveness and establish implementation schedule.	Emergency Services	RFP awarded to have independent third party review of this area.

Target Quarter	Priority	Initiative	Lead	Status
2 nd Quarter	Economic Development	ED2 -- 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	Economic Development	COMPLETE and ONGOING Events Task Force set up and will be ongoing. Events Grant programs (Economic Development and Community Services) reported on and approved.
2 nd Quarter	Economic Development	ED4 – Implement a Municipal Investment Strategy Plan to retain and attract new businesses.	Economic Development	COMPLETE and ONGOING Strategy has been implemented/ tactics including postcard mailings, individual efforts ongoing
2 nd Quarter	Economic Development	ED5 – Support small businesses by initiating an Outreach Business Visitation Program and completion of the Broadband Initiative.	Economic Development	SIGNIFICANTLY COMPLETE & ONGOING Outreach plans have been implemented by Small Business Enterprise Centre First Round of Broadband COMPLETE Second round Broadband "Rural Connections" application successfully awarded to CKL Broadband efforts including "E business Seminar Series" being coordinated and will be delivered in combination with Technology Alliance Group
2 nd Quarter	Economic Development	ED9 – Develop a dedicated economic development website.	Economic Development	Efforts now being coordinated with Corporate Communications who are updating the full CKL site Select upgrades/ updates have been implemented
2 nd Quarter	Effective Government	EG5 – To provide training/update on roles and responsibilities of staff and Council members.	CAO	COMPLETE Session facilitated on June 16 th by Loyalist to review roles and responsibilities and to work towards Code of Conduct
2 nd Quarter	Growth & Infrastructure	GI1 – Adopt a new Official Plan for the City	Development Services	CKL Draft Official Plan is current to May 8/09 - 120 pages & 25 Schedules Text & maps are now up to date MMAH's and MEI's minor revisions (conformity to Growth Plan) have been incorporated Adoption delayed from Q2 to Q4 due to priority of amending 4 OPs to conform to Growth Plan by June 24/09; & staff commitment to the Growth Strategy Exercise along with staff absence.

Target Quarter	Priority	Initiative	Lead	Status
2 nd Quarter	Growth & Infrastructure	GI3 – Complete the Growth Plan Conformity Exercise	Development Services	INTERIM STEP COMPLETE Council approved amendments to 4 OPs – County, Fenelon Falls, Lindsay & Ops to conform to Growth Plan on June 24 th More comprehensive amendments to the 4 OPs Q3 or Q4 depending on timing of final recommendations from Growth Plan Strategy & Municipal Master Plans. Q4 2010 is a current estimate.
2 nd Quarter	Protecting our Environment	ENV1 – Develop a Water Conservation Strategy for Municipal Water/Wastewater users.	Public Works	The RFP is out. The plan is to have a program designed and incorporated as a decision unit for the 2010 budget.

SIGNIFICANT PROGRESS ON FUTURE INITIATIVES TO REPORT:

2009-2013	Community Building	CB5 – Renew and renovate necessary municipal facilities and infrastructure within CKL financial capabilities	Public Works, Community Services and Health & Social Services	The 2009 Capital Program was approved February 26 th , 2009. Total 2009 approved capital budget is \$42,341,922. As of June 30, 2009, a total of \$25,381,004.17 has been spent and committed for 2009 and previous year's approved projects.
2009-2013	Community Building	CB9 – Pursue advancement of recommendations of various existing Master Plans and Strategic initiatives in process (i.e. trails, parks, recreation and culture, affordable housing, libraries, arenas)	Community Services and Health & Social Services	-Actions described above concerning housing infrastructure are consistent with the Council-approved "Housing Delivery Plan" (2007). Implementation of the "Community Plan for Homelessness Prevention" (2007) is in its second year. -The Child Care Services Plan (2007) has been fully implemented, including Best Start components. Implementation of the Employment Assistance outcomes directions of the Ontario Works Service Plan continues. All municipal service managers are challenged in the current economic climate. -Continued implementation of Master Plans for Trails, Parks, Recreation and Libraries, and submission of application for Economic Stimulus funding for bridges and surface improvement.

Target Quarter	Priority	Initiative	Lead	Status
2009-2012	Community Building	CB11 – Adopt and implement the Transit Study Enhancement recommendations.	Public Works	COMPLETE – ONGOING Transit strategic plan adopted by Council. Implementation of initial recommendations during second and third quarters.
2009-2010	Effective Government	EG9 – To complete a Performance Management System	Human Resources and CAO	COMPLETE – approved Performance Management Policy for Non-union. Implementation into 2010.

City of Kawartha Lakes
Current Applications
Building Canada Intake II / Infrastructure Stimulus / Community Adjustment Fund / Other Funds

Proj No.	Strategic Plan Link	Project Name	Amount of Application	Approved Federal Share	Approved Provincial Share	Approved Municipal Share	Other Approved Amount	Other Funding Sources	Total Approved Funding
1.01	CB5	Arena Community Center Fenelon Falls	10,500,000	3,500,000	3,500,000	3,500,000			10,500,000
2.01	CB5	Expand Scope of LRC project	3,000,000	1,000,000	1,000,000		1,000,000	2009Cap Bud	3,000,000
2.08	CB5	CKL Road 45	3,700,000	1,233,333	1,233,333	1,233,333			3,700,000
2.20	ED4	North West Trunk	5,000,000	1,666,667	1,666,667	1,666,667			5,000,000
2.21	ED6	Kawartha Lakes Airport Upgrades	4,770,000						-
CB5/CB9		KLHHC Strategic Plan	10,000				10,000	CMHC	10,000
CB5/CB9		KLHHC AHP project development	10,000				10,000	CMHC	10,000
CB5/CB9		Affordable Housing Pgm-Sr's & Disabled	8,970,000	4,140,000	4,140,000		690,000	CKL in kind	8,970,000
CB5/CB9		Apartment Modifications	50,000						-
CB5/CB9		Social Housing Repair	3,300,000	2,320,935	2,320,935				2,320,935
ENV2		Lindsay Ops Land Fill Gas Facility	3,100,407		2,066,938		1,033,469	2009Cap Bud	3,100,407
ENV2		Integrated Community Sustainable Plan	148,500			74,250	74,250	FMC/GMF	148,500
ED10		Fenelon Falls Docking	29,815	29,815		29,815		EODP	59,630
ED10		Coboconk Railway Station	4,500	4,500				EODP	4,500
CB6		Salute to Heroes	9,500	9,500				EODP	9,500
ED10		Kinmount Sawmill	5,000	5,000				EODP	5,000
ED10		Goat Symposium	10,000	10,000				EODP	10,000
ED4		Truck Wrap	4,500	4,500				EODP	4,500
			47,122,222	12,603,315	16,927,873	6,504,065	3,817,719		39,852,972

Funding Program Legend
Infrastructure Stimulus Fund
Building Canada Fund
Community Adjustment Fund
RInC Fund
Housing
FCM Green Municipal Fund
Eastern Ontario Development Program