

THE CORPORATION OF THE CITY OF KAWARTHA LAKES

REPORT

CAO 2009-044

Meeting Date: November 10, 2009
Meeting Time: 2:00 p.m.
Meeting Place: Council Chambers

Ward/Community Identifier

Subject: Q3 Status of Strategic Initiatives
Author: Jane Reynolds

Signature:

RECOMMENDATION(S):

THAT Report CAO2009-044, "Q3 Status of Strategic Initiatives", 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; ...*(excerpt)*
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 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 work that has been undertaken to advance the various strategic initiatives identified for 2009.

RATIONALE:

Attached as **Appendix A**, is a summary of initiatives identified to be advanced in the first three quarters along with their status. Other initiatives with significant accomplishments are also identified. It is noteworthy that 17 of 24 initiatives originally identified have been substantially completed, with a further 4 of those initiatives anticipated to be completed by year end.

There is still much work to do, however, with a focus on fewer initiatives than previous years, many long-standing initiatives have reached conclusion and/or are due to come to fruition soon. Outlined below are some of the more significant accomplishments to date:

- Completion of the Airport Review Study with a Board established to advance implementation
- Over \$40million in grant application submissions with \$33 million in grants approved
- Procedural By-Law and Agenda Policy updated resulting in more streamlined meetings and decision-making by Council
- Completion of the Fire Master Plan
- Completion/Establishment of Special Events Grant Programs
- Advancement of High Speed Internet in many parts of our community
- Approval of a Green Hub Community Improvement Plan
- Growth Plan Conformity timeline was met with more Master planning underway
- Advancement of Affordable Housing initiatives through two non-profit initiatives approved
- Completion of the Organizational Review
- Performance Management System Approved for Non-union staff
- Transit Study completed and Advisory Committee established.

The list of accomplishments is very significant thanks to the efforts of many. While more initiatives are slated for conclusion by the end of the year (the City's First Official Plan being another long standing initiative nearing conclusion), there will be the need to move certain initiatives into 2010 to achieve completion. Additionally, many of the efforts achieved, such as Master Plans and/or studies, affordable housing initiatives and grants approvals, will then

require more staff effort relating to their implementation components. Clearly, a list of priorities from Council has assisted staff in focusing their energies on those initiatives which have been deemed to be the most important by Council through our collective planning efforts last year and through the course of our various workshop sessions.

A report will come forward before the end of the year outlining proposed 2010 initiatives identified at the September strategic planning session with Council and staff, any carryover projects from this year's listing, and also any initiatives in follow up to the strategic plans and studies concluded this year so as to understand workloads. Based upon our experiences of this year and the strategic planning process, Council can expect to see a more streamlined listing of initiatives. The timing of projects as well as ensuring measurable accomplishments will also be identified to establish accountability back to Council and to set a clear roadmap for all staff. We look forward to Council's continued support for setting clear and consistent strategic directions for staff.

OTHER ALTERNATIVES CONSIDERED:

Not applicable. This report is provided for information purposes to update Council on the priorities identified in December 2008 for the year 2009 and beyond.

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

ATTACHMENTS:

Appendix A: Status of 2009 Strategic Initiatives

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Status Update on 2009 Strategic Initiatives

Target Quarter	Priority	Initiative	Lead	Status	
1st Quarter (3 for 3 completed)	Economic Development	ED6 – Conclude the Airport Review, and implement approved recommendations.	Public Works	Airport Review COMPLETE Committee established to handle implementation. A business plan will be completed in Q2010 by the Board. COMPLETE for these purposes.	
	Effective Government	EG2 – To review and strengthen the Procedural By-Law	CAO – Clerk	COMPLETE Updates completed and approved by Council in February.	
	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 \$36.8 million investment in this community. ONGOING – Some applications pending COMPLETE FOR THESE PURPOSES	
2nd Quarter (9 of 12 completed)	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 and more manageable workloads on staff.	
	Community Building	CB7 - Complete Fire Master Plan and Establish Implementation Schedule	Emergency Services	COMPLETE A DRAFT Fire Master Plan was provided within the 2 nd -quarter target through a June 16 th Council Information Session. Following consultation with stakeholders, including staff and the public, a FINAL Fire Masterplan was provided to Council in early October. Implementation of recommendations will be ongoing	
	REVISED TO Q4	CB3 – Deliver a report on refining volunteer committee structures for public/stakeholder review and input.	Community Services	This objective formed a part of the work plan undertaken by the Municipal Intern during his assignment to Community Services. The Draft report was completed in Q3 and has been expanded upon by Department Staff for presentation to Council before year end.	
	FURTHER WORK IN 2010	CB8 – Investigate EMS base locations for enhanced service responsiveness and establish implementation schedule.	Emergency Services	COMPLETE FOR THIS YEAR – Final report in 2010 The RFP was awarded to have independent third party review of this area prior to 2 nd quarter. Work will follow/be part of the Growth Plan analysis. Therefore, complete for this year with report to follow in 2010.	
	FURTHER WORK IN 2010	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 An initial meeting of stakeholders was held. Events Grant programs (Economic Development and Community Services) were reported on and approved. Ongoing implementation of the program will occur	
		Economic Development	ED4 – Implement a Municipal Investment Strategy Plan to retain and attract new businesses.	Economic Development	COMPLETE Strategy has been implemented through tactics such as postcard mailings

Target Quarter	Priority	Initiative	Lead	Status
FURTHER WORK IN 2010	Economic Development	ED5 – Support small businesses by initiating an Outreach Business Visitation Program and completion of the Broadband Initiative.	Economic Development	<p>SUBSTANTIALLY COMPLETE – Will be ONGOING Outreach plans have been implemented by Small Business Enterprise Centre - Business visitation completed for south region of City of Kawartha Lakes</p> <p>First Round of Broadband COMPLETE</p> <p>Second round Broadband "Rural Connections" - E-Business Series Seminars including Web Design, Social Networking and Transactional Website started in September and will be concluded in November 2009. Planning with TAG to offer regional training to be completed by March 2010.</p> <p>EOWC Regional initiative was successfully announced and will continue the Broadband effort into the next 3 years.</p>
FURTHER WORK IN 2010	Economic Development	ED9 – Develop a dedicated economic development website.	Economic Development	<p>COMPLETE FOR THIS YEAR DUE TO BUDGET/GRANT LIMITATIONS Dedicated, separate Websites have been created for the Tourism and Small Business Enterprise Centre. While grant funding for the project was not successful in 2009, the development of a dedicated Economic Development Website, specifically for Agriculture and Business Development will proceed in 2010 pending funding support. In the meantime, it has been incorporated into the City website.</p>
	Effective Government	EG5 – To provide training/update on roles and responsibilities of staff and Council members.	CAO	<p>COMPLETE Session facilitated on June 16th by Loyalist to review roles and responsibilities and to work towards Code of Conduct</p>
REVISED TO Q4 2009	Growth & Infrastructure	GI1 – Adopt a new Official Plan for the City	Development Services	As reported previously to Council, due to vacancies, the target date was moved to year-end to allow for public consultation and staff vacancies. Statutory Public Meeting to be scheduled for November 17, 2009 with a target adoption date for the Dec. 8 Council meeting.
FURTHER WORK INTO 2010	Growth & Infrastructure	GI3 – Complete the Growth Plan Conformity Exercise	Development Services	<p>INTERIM STEP COMPLETE Council approved amendments to 4 OPs – County, Fenelon Falls, Lindsay & Ops to conform to Growth Plan on June 24th to achieve the Q2 legislated target date More comprehensive amendments to the 4 OPs is expected by Q3 2010 depending on timing of final recommendations from Growth Plan Strategy & Municipal Master Plans. These target dates will be finalized as part of the 2010 Strategic Priority submission to Council.</p>
UNDERWAY. FURTHER WORK INTO 2010	Protecting our Environment	ENV1 – Develop a Water Conservation Strategy for Municipal Water/Wastewater users.	Public Works	The Consultant has been appointed and an options analysis will be presented to Council by no later than Q1 2010. Public consultation and final recommendations including an implementation plan will be complete and presented to Council by no later than the end of Q2/ 2010.

Target Quarter	Priority	Initiative	Lead	Status
3 rd Quarter (5 of 9 completed)	Economic Development	ED3 – Create a Community Improvement Plan for a Green Hub to help guide long-term prosperity. (Q2/Q3)	Economic Development	COMPLETE Approved on October 27, 2009. Implementation will occur first part of 2010.
FURTHER WORK IN 2010	Economic Development	ED1 – Develop and Implement an Agriculture Action Plan – Start	Economic Development	Due to vacancies, has started late. Surveys to be initiated in 2009, workshop in January, Final report to Council in April 2010.
REVISED TARGET Q4 2009	Effective Government	EG4 – Internal Communications Strategy	CAO	A facilitator was brought in to work on this and a Code of Conduct at the June 16 th workshop. Due to limited attendance at this and the follow up workshop in September, it was agreed that staff would work up a draft to circulate based upon the input received. That DRAFT is planned to be circulated following the Code of Conduct in November.
REVISED TARGET Q4 2009	Effective Government	EG6 – Code of Conduct – Council/Staff	CAO	SUBSTANTIALLY COMPLETE Further to the comments above, a DRAFT Code of Conduct (one for Council and one for staff) was circulated following the September workshop for input from Council and Directors. Input has been limited, however, the target is to submit a final DRAFT to Council in November. We are currently collecting Codes from various staff members who have professional and/or membership Codes of Conduct/Ethics.
	Effective Government	EG8 – Annual Strat Planning Session	CAO	COMPLETE The annual Strategic Planning Session was held on September 15 th and various strategic priorities were reviewed and updated. Formal reporting on these matters will happen in Q4 for final consideration and adoption by Council to set the 2010 priorities.
	Effective Government	EG9 – Performance Management System (2009/2010)	CAO & HR Director	COMPLETE The Non-union Performance Management Plan was approved by Council on May 26 th and presented to affected staff in June. Training and the rest of implementation will occur later this year and into January to align with the policy timelines.
	Effective Government	EG10 – Implement Action Plan Employee Survey	All	COMPLETE. Implementation will be ongoing. Employee Action Plans have been submitted by various work units across the City's organization. Corporate priorities have only been submitted by ??, and are being reviewed by Senior staff. Implementation will be ongoing and timing will depend on individual work teams.
FURTHER WORK IN 2010	Effective Government	EG11 – Implement Employee Suggestion Program	HR	Timelines have been revised as follows: Organizing a staff working committee by Q4 and Suggestion program to Council for adoption Q1 2010
REVISED Q4 2009	Community Building	CB4 – Develop Recognition Event for Volunteers	Community Services	A report on this initiative will be provided prior to year end in conjunction with the review of volunteer committee structures.

Looking Forward & Other Additional Accomplishments to Date:

Target Quarter	Priority	Initiative	Lead	Status
	Protecting our Environment	ENV2 – Develop an integrated community sustainability plan.	Development Services	Funding was awarded from FCM. An RFP was sent out in Q3 with consultant selection Q1 2010.
4 th Quarter	Effective Government	EG1 – To complete a Service/Organizational Review	CAO Task Force	ORGANIZATION REVIEW COMPLETE The Report on an Organizational Review (which was the only item budgeted for) was received by Council in July with direction for action identified approved by Council in September. Further actions including a Service Review are to be reported back on to Council by Q4 and/or Q1 2010.
2009-2012	Community Building	CB2 – Support strategies of the Kawartha Lakes Health Care Initiative to retain and attract more doctors to the area.	Health and Social Services	Council provided KLHCI with funding from the Reserve to support successful recruitment initiatives. Ongoing agreement with KLHCI to be developed for Council's consideration.
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 Capital Program was approved February 3, 2009 and significant headway has occurred on previous and the current program not to mention efforts to meet extreme timelines on successful grant programs not previously contemplated at the time of these strategic priorities including more than \$2.3M in Social Housing Renovation and Retrofit Programs, the Fenelon and Lindsay Recreation facility projects and various additional road 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	"Housing Delivery Plan" (2007), success has been achieved in obtaining provincial approval of two new Affordable Housing Program projects. 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 Trails Master Plan and submission of application for Economic Stimulus funding for bridges and surface improvement. Initial steps of Library Strategic Plan and Service Delivery Model implemented in Q3.
2009-2012	Community Building	CB11 – Adopt and implement the Transit Study Enhancement recommendations.	Public Works	COMPLETED PLAN – IMPLEMENTATION ONGOING The Transit strategic plan was adopted by Council. In March 2009 A Transit Advisory Committee has been established and will make recommendations considering further implementations at the appropriate time..Proceeding with the retention of a Transit Supervisor.