

**The Corporation of the City of Kawartha Lakes  
Committee of the Whole Report**

**Report Number CAO2020-001**

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**Meeting Date:** January 14, 2020  
**Title:** Kawartha Lakes Strategic Plan 2020-2023  
**Description:** Final draft of the Kawartha Lakes Strategic Plan 2020-2023  
**Ward Number:** All  
**Author and Title:** Brenda Stonehouse, Strategy and Performance Specialist

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**Recommendation(s):**

**That** Report CAO2020-001, **Kawartha Lakes Strategic Plan 2020-2023**, be received;

**That** the Kawartha Lakes Strategic Plan 2020-2023 contained in Appendix A to Report CAO2020-001 be approved;

**That** all corporate documents and reports be updated to reflect the 2020-2023 Strategic Plan and its reporting;

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

A Strategic Plan is developed for the municipality every four years to outline the priority areas and goals for Council and staff. The Strategic Plan is a foundational document that guides the work and provides a framework for decision making.

The 2016-2019 Strategic Plan outlined three priority areas: A Vibrant and Growing Economy, An Exceptional Quality of Life, and A Healthy Environment. These were supported by the Strategic Enablers of Responsible Fiscal Resource Management, Municipal Service Excellence, Effective Human Resources, and Efficient Infrastructure and Asset Management.

Action items were identified in each of the priority areas and the majority of actions were completed. Some have transitioned into the new Strategic Plan and have been further refined.

This report addresses the strategic planning process undertaken to establish a new and updated Strategic Plan for the City.

## **Rationale:**

Early in 2019 the development of the 2020-2023 Strategic Plan began. The process was collaborative and consultative in order to gather input from Council, staff, and the community.

Two interactive sessions were held with Council and the Senior Management Team. In the sessions participants were challenged to outline actions, prioritize them, and to identify how they could be measured. There was also discussion on the Vision, Mission and Values.

Municipal employees and the broader community were also engaged throughout the process. Through our online engagement platform, Jump In Kawartha Lakes, people were encouraged to participate in surveys and quick polls to help identify priority areas. They were also asked their vision for the future of our community. Further consultation was done in person with staff on the Mission Statement and Core Values.

The draft 2020-2023 Strategic Plan reflects the input received from Council, our staff and our residents and is attached as Appendix A.

**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

**Values:** Accountability, Respect, Teamwork

**Strategic Priorities:** A Vibrant and Growing Economy, An Exceptional Quality of Life, A Healthy Environment, Good Government

This plan capitalizes on the success of the previous plan and clearly outlines the actions with progress indicators.

The draft plan was released publicly and feedback was collected through Jump In, Kawartha Lakes. The results are included in Appendix B.

### **Next Steps**

Action Plans will be developed and departmental work plans will be aligned. The Office of Strategy Management and the CAO will be developing a measurement system including scorecards. A regular reporting schedule will be established to keep Council and the community informed on progress.

### **Other Alternatives Considered:**

There was a need to create a Strategic Plan for the next four year term to confirm priorities, goals and objectives. No other alternatives were considered.

### **Financial/Operation Impacts:**

The 2020-2023 Strategic Plan will aid in determining the allocation of resources to meet the priorities of the municipality, and inform future budgets.

### **Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:**

The development of the Strategic Plan aligns with the Strategic Enablers of Fiscal Resource Management, Human Resource Management, Municipal Service Excellence and Asset Management.

### **Review of Accessibility Implications of Any Development or Policy:**

The 2020-2023 Strategic Plan articulates priority for improved and enhanced citizen accessibility to government services.

## **Consultations:**

Council  
Senior Management Team  
Lean Six Sigma Black Belts

## **Attachments:**

Appendix A – Kawartha Lakes Strategic Plan 2020-2023 Final Draft



Kawartha Lakes  
Strategic Plan 2020-2

Appendix B – Kawartha Lakes Draft Strategic Plan Feedback



Kawartha Lakes  
Draft Strategic Plan F

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**Department Head: Ron Taylor, CAO**