

## **Kawartha Lakes Draft Strategic Plan Feedback**

The following feedback on the draft Strategic Plan was received through Jump In, Kawartha Lakes. Feedback is noted in bold and responses have been provided for specific comments.

**We strongly feel that the first of the Guiding Principles needs to read "Fiscally and Environmentally Responsible". Adding those two words - "and Environmentally" shows awareness of conditions in the world in which we currently live and a commitment to the forward-thinking actions outlined in our Healthy Environment Plan. It also acknowledges the interdependence of fiscal and environmental responsibilities.**

The vision statement has been strengthened to include acknowledgement and respect of a healthy and natural environment. Having it prominent in the vision ensures that the environment is at the forefront as we work towards the vision. The revised vision is "Thriving and growing communities within a healthy and natural environment".

The Guiding Principles are to guide **how** we do our work. They are lenses that we look through as decisions are made – are we being fiscally responsible, open and transparent, are we partnering and collaborating and are we ensuring excellent service.

A Healthy Environment is one of the four priority areas outlined in the Strategic Plan so it will remain a significant focus for the next four years.

**Overall I really like the focus and goals. Providing links for some of the wording would help for those who don't know what some of the words mean such as "Make It Better" improvements. I am not familiar with that. I am a bit concerned with the general wording of "annual sales of municipal land" and hope that what land could be explained better. Fiscally responsible is mentioned right away, yet we know that provincial redistribution has been decreased. Is this feasible given the current economic realities? Can we find ways to increase our own budget without reliance on the province? I love the idea of a wellness centre in Coboconk. On page 11 you note that 'develop and oversee homelessness prevention programs and supports including emergency shelter.' Our homeless shelters are actually top notch and shouldn't be noted as "prevention" programs as they are always a last resort.**

"Make It Better" is the municipality's continuous improvement program which provides staff the tools to improve processes. Sale of municipal land occurs after it has been

declared surplus. There is an open and transparent process for the surplus declaration and the sale of the property.

We need to be fiscally responsible in all we do. There has been decreased funding from the province which is why we need to ensure we are using our resources in the best way possible.

Homelessness prevention includes a number of programs and supports and the homeless shelter plays an important role. We will continue to work with our partners as we implement the updated 10 Year Housing and Homelessness Plan to eliminate homelessness.

**As a new resident of Lindsay, but a frequent visitor, this strategic plan inspires hope for a more beautiful, inviting place to live, work and play. The trails are so impressive, and I was thrilled to learn of them and walk them. For me, they are one of Lindsay's hidden gems, that until moving here, I knew nothing of. Since moving here in August, I have one issue that has been a constant issue as I navigate around town. The names of your streets are hard to find, and in many cases - non-existent. It's maddening to have to slow down at almost every intersection to find a street name as well it surely annoys those behind me. Now that I reside here, I have gotten used to where certain streets are. But for visitors, I feel the signs should have some consistency and uniformity. In your beautification plan, it would be fabulous to see this as a valuable enhancement.**

Thank you for your feedback on signage. This will be taken into consideration as we develop Action Plans to meet the goals within the Strategic Plan.

**While investing time and money into Waste Management can seem like a wise decision - especially with all of the climate activism going on - we need to see more transparency about where our waste goes, who is responsible for recycling it (or selling it to other recycling companies) and how much our plastics really are recycled. In most cases across North America, over 90% of plastics that are sent to be recycled are not recycled (either because of contamination, plastic types, or lack of value). As someone who has grown up in this community, I also understand that some of our largest waste producers (Canadian Tire) do not recycle plastics at all, due to costs per bag. This means that while residents are asked to carefully sort their waste and follow the clear bag program, companies that create large amounts of plastic waste due to shipping supplies and packaging are not required to provide any transparency. It is my recommendation that rather than fully focusing on residential waste management, we encourage large businesses to participate in recycling - especially as the plastics they are sending to the landfill are often more likely to be recycled as they have not come**

into contact with food, and are in larger higher-value portions. This could be done either through more strict enforcement of the rules that residents are expected to follow or by re-examining budgets in order to lessen the costs for businesses. Another possibility would be to increase transparency about waste management in our community, as many municipalities simply don't know what happens to waste once it leaves the region, and therefore can never ask for better waste management up the ladder.

Thank you for your comments regarding waste management. They will be taken into consideration as we develop Action Plans to meet the goals within the Strategic Plan.

**There are measurement indicators. Now I would like to see the base line indicators. For examples, measurement indicator # of trail connections. How many are there currently in the City?**

The progress indicators in the Strategic Plan are high level for the goal areas. Specific measures including baselines and targets will be established this year as we develop Action Plans. Measurement is a key component of this process and we will be reporting regularly on our progress over the next four years.

**Median age compared to provincial average (page 12 An Exceptional Quality of Life Progress Indicator) - I don't see how this is a meaningful data point - if we have a younger age, or older age than the provincial average that just reflects the age of people that live/move here - is there an ideal age? What's wrong with older people moving here to retire? Why is the provincial average a target? This doesn't really speak to our community's health or wellness in any meaningful way (I work in healthcare). Having senior-friendly wellness and transportation programs - especially in winter - is key....for example the CKL FHT has senior walking programs; has partnered with the Lindsay Rec Centre to provide a number of sessions with a personal trainer for people looking to increase their fitness (Prescription for Exercise Program) - people in Bobcaygeon lack a place to walk indoors in the winter desire the availability of the Retirement Suites walking track - maybe there's opportunity to partner with them for a community walking time on a regular basis? Maybe there could be a regular survey taken of health/wellness options in their community (the hospital does a survey of satisfaction for people after an acute stay in hospital as a tool to identify areas for improvement, maybe that could somehow be done for the Kawartha Lakes population?) I assume multi-use trails include cycling, as in Lindsay it often feels quite unsafe to cycle with children - there's no clear cycling path that leads from the various parts of the city to the downtown core. Is the Green Trails Alliance still active?**

Median age is an important indicator as it helps us tailor our services to best meet the needs of our community. Currently our median age is 10 years above the provincial average which has implications when it comes to accessibility and service provision. The provincial average is not a target it is simply a gauge. We want to ensure our community is attractive to everyone at every age.

Thank you for your comments regarding the trails. They will be taken into consideration as we develop Action Plans to meet the goals within the Strategic Plan.

**Comprehensiveness, inclusion of measurable indicators and areas of focus. The format is clear and easily read and understood.**

**One point stood out for me -- I would like to have seen more on the subject of employment. There are numerous highly qualified young adults who are unable to find employment in their fields or must seek employment outside of the City. The reference to supporting employment is cursory in the Strategic Plan. Perhaps the Human Services Division can partner with other employment oriented agencies to play a more active and practical role in training, computer literacy and job placements.**

“Attract new business and expand local employment” is one of the three objectives in A Vibrant and Growing Economy. Specific actions to support and expand local employment will be outlined in Action Plans that will be developed this year.

**I think that the role of the environment in the economy needs to be outlined. That environmental features have value in terms of our servicing and infrastructure. For example a wetland naturally deals with drainage and flooding. If you fill in that wetland you have to install drainage pipes to handle the water and this has a cost. The drainage diverted to a pipe does not have the benefit of being filtered through the wetland so won't be as clean. Wetlands slow the movement of drainage so this reduces erosion and flooding down stream. Lakes and rivers have an economic value for tourism and residents enjoyment of the area. Basically acknowledging the connection between a healthy environment and a growing economy.**

**Also be good to show the connection between a healthy environment and residents health.**

The vision statement has been strengthened to better highlight the importance of the environment.

**Streamlining bylaws is a great idea. Make it easier for future developers and businesses to understand what they can and cannot do. Enforcement will be key.**

Specifics on bylaw consolidation and enforcement will be included in Action Plans to be developed this year.

**As a rural resident, I would like to know how to locate and access public use trails, green spaces, that are walker friendly and non-motorized. You have lovely images on your website, but nothing to indicate to newer residents where they actually are. Kawartha Lakes is huge municipality, too large to just start driving to try to locate an area.**

Thank you for your comments on the trails and signage. They will be taken into consideration as we develop Action Plans to meet the goals within the Strategic Plan.

**We need to address parking issues. 1 hr parking max on Kent. Free parking in the lot behind Burns Bulk, up to 2 hours. Keep the traffic flowing. I'm not really sure if this is the input , but I couldn't find a refresher on the issues.**

Thank you for your comment. This is being reviewed as part of the Parking Strategy.

**All on all, a decent vision for the next few years. I would like to see a greater emphasis on water quality, to not only meet provincial standards, but to exceed them. Better water quality might result in less plastic water bottles ending up at municipal landfills. Secondly, did I miss any mention of attempting to maintain municipal tax increases at a reasonable rate? Given our aging population, with many on fixed incomes, I believe this should be a serious consideration going forward. My compliments to all who contributed & helped prepare this draft plan.**

Fiscal responsibility is one of four Guiding Principles outlined in the Strategic Plan.

**Thank you for the opportunity to respond to the draft CKL Strategic Plan 2020 - 2023. Unfortunately, none of the three options in the survey question represents my reaction to the Plan. I offer the following however for your consideration:**

**1. As a resident I look for a Plan that will make CKL the best it can be. The declared mission, “To deliver the highest standard of municipal services while creating a healthy and sustainable future for all Kawartha Lakes’ residents and businesses” is promising, as is seeing that one Strategic Priority is “An Exceptional Quality of Life”. In fact, commitment to quality of life is what I believe should be the absolute priority. To that end, each action in the Plan should have with it, a direct answer to this question: “How will this improve the quality of life for residents in CKL?”. Make quality of life the bottom line.**

**2. Conspicuously absent under the heading “Improving Quality of Life” are actions to increase levels of physical activity in the general population. Where the draft Plan offers to “4. Ensure recreation and leisure programs are available to all**

residents”, we especially need actions that make recreation economically available to all. Significant numbers of CKL families and singles live in or near poverty and simply cannot afford activities more affluent families take for granted.

3. As one of the deputants who spoke in support of an active transportation plan at the Special Council Meeting in Fenelon Falls I am encouraged to see this has been included in the draft Plan. This ACT needs to be integrated with other actions in the Plan - eg. transit, lighting, road design and development, landscaping, commercial and residential development, culture and tourism. Transportation shapes our communities in CKL; planning for commercial and residential development and will also in turn shape transportation options. For each proposed action, we need an answer to the question: “How will this action improve conditions for people walking or cycling where they want to go?”

In summary:

- \* Advance quality of life to highest priority. It’s the bottom line.
- \* Include actions that will increase levels of physical activity among general population.
- \* Take action to make fitness activities economically available to all.
- \* For all proposed actions in the Strategic Plan, answer this question “How will this improve quality of life in CKL?”
- \* Integrate Active Transportation Plan with all other elements of planning, and at each step answer “How will this action make it easier for residents to choose to walk or cycle to where they want to go?”

Again, thank you for the opportunity to provide input. I hope it is one of many constructive submissions. I look forward to seeing the results of public input when the final draft of the Strategic Plan will be presented to the Committee of the Whole meeting Tuesday January 14. Onward I look forward to the implementation of a plan that really will make City of Kawartha Lakes the best it can be -- with a commitment to quality of life first and foremost.

Endnotes

1. Why do we need to take action? For one, we have an obesity problem, with an estimated 21% of the Canadian population obese, an increase of 200% since 1985, and some studies projecting 42% by 2030. (“Obesity in Canada.” Rehab & Community Care, January 3, 2020

<https://www.rehabmagazine.ca/research/current-and-predicted-prevalence-of-obesity-in-canada/>)

**City infrastructure planning and programs can contribute solutions and earn the CKL a reputation for a good place to live. The mere fact that so many people are obese or overweight is evidence that we need to act. Morally and economically we cannot afford not to.**

**2. How are they connected? Housing, for example, can either favour or discourage active transportation and use of transit. Arts and cultural organizations, as another example, can be subsidized for providing discounts to attendees who don't use a parking spot and bundle tickets with shuttle buses. Shuttles from Lindsay centre to Ken Reid. Models around the world and in Canada are abundant. They can be inspiration for partnerships that will work in CKL.**

Thank you for your comments. Quality of Life is one of the four priority areas outlined in the Strategic Plan. All of the priority areas are equally important and they are all connected. We will be developing Action Plans this year that outline specific actions along with measures and targets to ensure we stay on track.

**There are a lot of plans, but success will only be measured as time goes on and improvements are noticeable. I am not sure who all the 'Key partners' are that are mentioned in all areas of the plan. Regarding the healthy environment section, I still see nothing specific mentioned about keeping our streets clean from litter that continues to proliferate, particularly after recycling days. Does nobody else notice this problem but me? I was disappointed that no specific actions were drafted to deal with this problem such as education of the public, signage, social media campaign. I realize that the downtown will be having a major overhaul of the streets and sidewalks, but what benefit will this be if people continue to litter and throw their cigarette butts all over the sidewalks and gutters? It gives a really poor image to visitors and residents who walk and shop those streets.**

Thank you for your comments on litter and waste management. They will be taken into consideration as we develop Action Plans to meet the goals within the Strategic Plan. Measurement will be a key component of the Action Plans and we will be reporting regularly on our progress.

Stronger language should be added to implement (not just promote) a connection to GO Transit. Once connected, users could travel to Peterborough, Oshawa, Toronto, and beyond.

**There is no language to promote the usage of our biggest asset: Our Waterfronts. Develop our beaches, water-side parks, boardwalks, and promote waterfront resorts.**

**Connecting to other transit systems is included as part of our Transit Master Plan and is also part of “Support community infrastructure” under Good Government as it is not all within our jurisdiction.**

Thank you for your comments regarding the waterfronts. They will be taken into consideration as we develop Action Plans to meet the goals within the Strategic Plan.

**I appreciate the consultative process the City is going through and like both the structure being used and a number of the individual bullet points.**

**Overall, though, I think the priorities need to be rethought: Priority in the draft document seems to be given to business--”A Vibrant & Growing Economy.” That’s important, but I believe the primary obligation should be to residents and to protecting our environment during what is a climate crisis. The top two “Strategic Priorities” should be Exceptional Quality of Life” and “Healthy Environment.” Take care of those two and businesses will want to operate here and will thrive.**

**Although “Healthy Environment” is included as a Strategic Priority, it’s important that it also be incorporated into the Guiding Principles. Instead of “Fiscally Responsible,” the first guiding principle could read “Fiscally and Environmentally Responsible.” All decisions should come after determining they’re both fiscally and environmentally the right things to do.**

**Additional comments:**

**P. 8: The dot coding system --”provide, partner, facilitate, advocate” doesn’t always seem to be applied in a reasonable way. For “Develop and execute an Active Transportation Plan” (p.12) for example, there’s only one dot--for “provide.” But creating the plan will involve consulting with various community partners, and advocating will definitely be involved. On p. 14 --”enhancing our tree canopy” is coded with provide and partner, but surely facilitating and advocating are also part of this.**

**P.9: There’s nothing in the section on Vibrant & Growing Economy about the environment. But tourism and a number of related-businesses and being an area businesses want to relocate to depend on a healthy environment.**



**P. 11 - Exceptional Quality of Life. This section begins with “Refresh and expand long-term beds.” There should be much more about supporting wellness efforts-- the sort of healthy community work the HKPR Health Unit does so well.**

**P. 13: The Healthy Environment section seems, in comparison with the others, undeveloped, and could use more detail.**

**Finally: I think it will be important to set specific targets in a number of areas. So, for example, not just “reduce carbon footprint” on page 14, but a percentage target; not just “enhancing tree canopy,” but by how much.**

**Much thanks for the opportunity to respond to the draft. I look forward to seeing the final version.**

All four priority areas are equal and they are all connected. Specific actions including targets will be set through Action Plans which will be developed this year. Measurement is a key component to ensuring we are successful with the Strategic Plan.

**On the City of Kawartha Lakes website the identified Key Sectors for the City as listed as follows:**

- **Manufacturing**
- **Agriculture**
- **Arts, Culture & Heritage**
- **Tourism**
- **Water innovation**

**However in the Vibrant and Growing Economy section of the Kawartha Lakes Strategic Plan 2020-2023 Draft; Arts, Culture & Heritage, which is an actual economic development portfolio in the Economic Development Department of the City of Kawartha Lakes, is only mentioned in reference to workshops.**

**Cultural Tourism is a component of Arts, Culture and Heritage and has significant synergies with the City’s tourism sector. Cultural Tourism sector, a billion dollar industry in Ontario, needs to be highlighted in the Vibrant and Growing Economy with Progress Indicators attached.**

**In the Guiding Assumptions of the Master Cultural Plan, the Council of the City of Kawartha Lakes acknowledged creativity and culture as increasingly important drivers in growing and diversifying the economy with Council also acknowledging that our combined natural and cultural environments are key to the quality of place that attracts people and investment.**

**Having no Vibrant and Growing Economy Progress Indicators attached to culture means there is no mention of the municipality's investment in and development to date in the; Activation of the Music Study, the updating of the Cultural Master Plan, the Active Transportation Plan and the Cultural Centre.**

**Leaving these economic drivers to float around in Exceptional Quality of Life with next to no mention or Progress Indicators in place, this draft has lessened the economic impact and importance of Arts, Culture & Heritage in the economy of the City of Kawartha Lakes and shifted the sector from economic driver to an internal community based activity.**

**We would ask that Arts, Culture and Heritage be moved into A Vibrant and Growing Economy with attached Progress Indicators to acknowledge that the City is moving forward in 2020-2023 with a level of financial acumen that has an expectation of return on their financial investments in Arts, Culture and Heritage.**

Culture is an important part of our community and the economy. It is a driver for both economic development and tourism and hasn't been overlooked. We felt it was important to include Culture as part of Quality of Life as well since it helps define our communities. Specific actions related to culture will be outlined in Action Plans being developed this year that will include measures and targets.

**I believe that environmental responsibility is just as important as the 4 guiding principles in the plan and should be included in the first guiding principle with fiscal responsibility, or create a fifth guiding principle for environmental responsibility. It is not enough to give the environment a nod later on in the document. Inter-dependence must be recognized as the highest priority.**

The vision has been strengthened to highlight the importance of the environment.

**Love that the plan has identified progress indicators but disappointed that there are not specific goals/targets for each indicator. It is only with specific targets that those executing the plan will know how much energy to put into the activity. Each progress indicator should be tied to at least on guiding principle and each priority should have at least one indicator from each of the guiding principles (ie fiscal resp., open/trans, partner/collab, service excell). Presumably each activity will be included in staff performance plans. The specific measures will be very useful then.**

**Under Good Government there should be a commitment to appropriate use of IT technology in delivering Service Excellence. One indicator might be the creation and execution of a new IT Strategic Plan.**

**The plan acknowledges a desire for openness and transparency but does not mention any specific technical action that will move the municipality in that direction (aside from sharing plan results). Open data was identified as a priority in the old IT Strategy but is unlikely to come to anything if not identified in the city strategy. I suggest that under the Good Government priority, an activity be added that prompts giving citizens greater access to municipal data (as per the old IT Strategy). The plan should create an Open Data policy as a start to changing a closed data mindset, that recognizes all municipal data should be available for citizen access by default unless prohibited by specific policy.**

**An indicator for Good Government might be citizen satisfaction with service. The indicator should include publishing the service quality data (ie captured in service level management) and gathering regular citizen satisfaction data. Success should be based on a specific level of improvement relative to baseline service levels.**

**The presentation of the plan is very well done. Very well organized and understandable.**

Specific actions and measures with targets will be established in Action Plans that will be developed this year. Thank you for your comments on Open Data, they will be taken into consideration as we develop the Action Plans.

### **General Comments**

- The City has done an outstanding job regarding this plan. You have indicated the need for attracting business, i would suggest that this be a priority as business and jobs is what drives the future of the City. There are examples of Cities in the US that have been successful. Please create a sustainable future for generations to come. In the mission the statement it states the highest standard of municipal services my question is at what cost? Thank you to staff and council for connecting the dots for the City and residences of Kawartha Lakes.
- Easy to remember; resonates with me
- The presentation us good, as someone who has sat on committees for the purpose of restructuring I am hoping this is not all just smoke and mirrors. Our little town is sinking and we need saving fast! It's all good to ask for public input but at the end of the day the powers that be will make the decisions and in the past they were just too narrow minded. However, I wish you luck!
- In the spring and summer, our out-of-town visitors always comment on the beauty of the hanging flower baskets and the urns of flowers and greenery in front of the stores in downtown Lindsay. We love them too! The work necessary

to keep them looking so beautiful all during the season is very much appreciated. A big Thank You to the maintenance staff!

- I feel that our municipality should work towards enhancing the walleye populations, particularly in Pigeon and Sturgeon Lakes... and benefit from the fishing tourism increase which would follow.
- I like the emphasis on the environment. The strategic priorities seem correct. The transparency and reporting are essential. There could be more specificity on connecting trails and how this dovetails with zoning and urban development. Make It Better is a good slogan.
- My hope was that the city would re invest in all of our rural communities. Make getting a building permit easier and assist small businesses in opening new stores in small towns. But as in the past its Lindsay this and sometimes Fenelon or Bobcaygeon that. Norland Coboconk, Kinmount , Kirkfield, Little Britian, Janetville, and all of the other little towns continue to close. Sad but true.