



Committee of the Whole Report

Report Number: CAO2024-001
Meeting Date: January 16, 2024
Title: **Kawartha Lakes Strategic Plan 2024-2027**
Description: Final draft of the Kawartha Lakes Strategic Plan 2024-2027
Author and Title: Brenda Stonehouse, Manager, Strategy and Innovation

Recommendation(s):

That Report CAO2024-001, **Kawartha Lakes Strategic Plan 2024-2027** be received;

That the Kawartha Lakes Strategic Plan 2024-2027 contained in Appendix A to Report CAO2024-001 be approved; and

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

The 2020-2023 Kawartha Lakes Strategic Plan was approved in February of 2020. In March of that year the COVID-19 Pandemic changed our focus to responding to the needs of our community and our employees. As such, the goals outlined in the Strategic Plan were temporarily put aside as we dealt with the immediate needs of the pandemic.

Although the 2020-2023 Strategic Plan was not our focus, progress was made on many of the actions within the plan. Some actions 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 Kawartha Lakes.

Rationale:

The strategic planning process began in the summer of 2023 and was designed to be collaborative and consultative in order to gather input from Council, staff, and the community.

A workshop was held with senior staff to identify the successes from the 2020-2023 Strategic Plan and to identify actions from that plan that should be included in the new plan.

Two workshops were held with Council and the Senior Management Team. In the first session we conducted an environmental scan to better understand the issues and trends that could affect our services. We also reviewed the Vision, Mission, Values and Guiding Principles to get a better understanding of how these resonated.

In the second workshop we looked internally and did a SWOT analysis to identify the strengths, weaknesses, opportunities and threats. Participants were asked to outline actions they would like to see accomplished and those were prioritized.

Municipal employees and the broader community were also engaged in the process. Through our online engagement platform, Jump In Kawartha Lakes, people were

encouraged to participate in a survey to help prioritize actions. They were also asked their vision for the future of our community.

Based on the input received from Council, our staff and our residents, the draft 2024-2027 Strategic Plan is a refresh of the 2020-2023 plan. The main components of the plan remain constant – our Vision, Mission, Values, Guiding Principles and Priority Areas.

Vision: Thriving and growing communities within a healthy and natural environment.

Mission: Working together to deliver the highest standard of municipal service and uphold our commitment towards a sustainable future.

Guiding Principles: Fiscally Responsible, Open and Transparent, Partner and Collaborate, Service Excellence

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

In each Strategic Priority area, we have identified goals and objectives along with the Master Plans and Strategies that support and detail the work.

Next Steps

Action Plans will be developed and departmental work plans will be aligned. Strategy and Innovation division will be developing a measurement system including scorecards. An update on the plan will be provided to Council annually and a scorecard will be published on the municipality's website.

Other Alternatives Considered:

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

Alignment to Strategic Priorities

The development of the 2024-2027 Kawartha Lakes Strategic Plan aligns with the priority of **Good Government**. This foundational document will be used to guide the work of the municipality over the next four years.

Financial/Operation Impacts:

The 2024-2027 Kawartha Lakes Strategic Plan will aid in determining the allocation of resources to meet the priorities of the municipality, and inform future budgets.

Consultations:

Council

Senior Management Team

Attachments:

Appendix A – Kawartha Lakes Strategic Plan 2024-2027 Final Draft Embed Document



Draft Strategic Plan

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