

From: [David Webb](#)
To: [Strategy](#)
Subject: Re: Strategy
Date: Friday, January 19, 2024 8:37:20 PM

Thanks Brenda.

David Webb
[REDACTED]

On Fri, Jan 19, 2024 at 11:55 PM Strategy <strategy@kawarthalakes.ca> wrote:

Hi David,

We don't have a document that highlights the changes from the previous strategy but here is a run down:

The Vision remains the same

The Mission has been changed

The Values and Guiding Principles remain the same however the descriptions have changed

The four Priority Areas remain the same

The goals and actions in the priority areas have changed

The progress indicators have changed

Once Council approves the plan (scheduled for the January 30th Council meeting) we will be establishing measures and the tracking system.

Brenda Stonehouse (she/her)

Lean Master Black Belt

Manager, Strategy and Innovation

City of Kawartha Lakes

(705) 878-2133

www.kawarthalakes.ca<<http://www.kawarthalakes.ca>>

[signature_100247289]

From: David Webb <[REDACTED]>
Date: Friday, January 19, 2024 at 3:51 AM
To: Strategy <strategy@kawarthalakes.ca>
Subject: Strategy

I am wondering if there is any document available which can highlight major changes in the strategy from the previous strategy.

Also, the strategy mentions a scorecard is available in the measurement/reporting section. I the scorecard for the previous plan available and is there a model/template for the next iteration?

Thanks

David Webb
[REDACTED]

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WOMEN'S
RESOURCES

Mayor Elmslie and Members of Council
City of Kawartha Lakes

February 21, 2024

Re: **Kawartha Lakes Strategic Plan Comments**

The Advocacy Committee for Women's Resources Kawartha Lakes has a mandate to advance the vision : "Safety, equality and empowerment for all women." Since its inception in 1992, Victoria's Women's Shelter has housed 2906 women and 2312 children. Staff has responded to 40,396 crisis support calls of all types. Counselling services have been provided for 17,231 women. As our community grows, the number of shelter spaces and need for counselling is growing in proportion. Women's Resources provides numerous other services in the community in pursuit of our vision and is a well established hands on community partner operating in the not for profit sector. Women's Resources contributes to our local economy by employing 44 people at any given time and we are supported by a team of 100 volunteers.

According to 2021 census data, 79,245 people live in Kawartha Lakes, of which, 50.3% are women. The Board of Directors for Women's Resources would like to provide comments on the City's Strategic Plan to ensure that the voices of women experiencing abuse are appropriately represented in the Strategic Plan. We note that the Community Safety and Well Being Plan is noted as a supporting action plan but unfortunately, that plan is silent on the specific safety needs of women living with or escaping abuse. When women are abused, their children suffer greatly and our community is weakened.

We know that a number of neighbouring municipalities have declared that intimate partner violence is an epidemic. Abuse and violence is increasing as is the need for supports and services for women. The Board of Directors at Women's Resources Kawartha Lakes encourages Council to take another look through the draft strategic plan in an effort to build some respect for and accountability to women who live with abuse. Success measures could be easily identified. The draft plan indicates that partners are needed to achieve the strategic plan goals. Women's Resources Kawartha Lakes is a willing partner. We ask that Council stand up for women and their children living with abuse with a clear commitment and success measurement in the Kawartha Lakes Strategic Plan.

Sincerely,

Jane Chapman, Chair

cc: Ron Taylor, CKL CAO
Cathy Ritchie, CKL Clerk

From: [Ron Taylor](#)
To: [Ryan Cowieson](#)
Subject: FW: Strategic plan comments
Date: Monday, February 26, 2024 6:52:46 PM
Attachments: [image001.png](#)

FYI

Ron Taylor (he/him)
Chief Administrative Officer
(705) 324-9411, ext. 1296 www.kawarthalakes.ca



From: David Webb [REDACTED]
Sent: Friday, February 23, 2024 8:16 PM
To: Brenda Stonehouse <bstonehouse@kawarthalakes.ca>
Cc: Dan Joyce <djoyce@kawarthalakes.ca>; Ron Taylor <rtaylor@kawarthalakes.ca>
Subject: Strategic plan comments

Brenda

Some comments for the plan.

While the Strategic Plan might be ok with "fuzzy" performance targets, the subordinate plans and especially all operational services must have (and do not) performance metrics to the level required to effectively performance manage. For the Strategic Plan I suggest that a new principle be adopted that assures that ALL subordinate plans, operational services, council assigned tasks, etc... must establish measurable performance goals at the point of approval/initiation and must be measured/reported at an appropriate (pre-established) frequency.

The city should become known as the place where everything gets measured and performance is king. As is said "That which gets measured gets done". The Strategic Plan might also call directly for a program to establish performance indicators for all initiatives, plans, services currently active which do not have them established and create the reporting and management functions.

Too often I have seen council (mostly previous ones) request action from staff with no setting of expectations - no clear setting of time to complete nor setting the definition of success (ie key performance indicators). Council trusts that staff, being the professionals they are will deliver as best they can. This leaves staff to figure out on their own what council might have been expecting. Better to be very clear on expectations - here is what we want, here is when we want it and here are the success criteria. If staff cannot meet the set expectations they need to justify it to council. I think that not only will council's wishes be better served but staff will know

exactly what is expected.

So, 2 things for the Strategic Plan

1. A new principle that supports transparency and good government - all council assigned initiatives, all services/plans/strategies/etc... require Key Performance indicators to be set at the outset (ie on council approval of the effort).
2. The city will establish a Performance Management Program to
 - 2.
 1. Create service standards (KPIs) for each current operational service and initiative/plan
 2. Establish processes which measure and report on each service/initiative/plan
 3. Establish process for review of reported performance and adjustment of KPIs
 4. Create a council policy mandating KPIs and reporting

The gist of my thought is that for everything that the city does there should be performance measures. For every action council asks staff to take there should be a very specific expectation set - when it will be done, and what success looks like. This would include setting expectations for services - how long to fix a pothole or get planning approval.

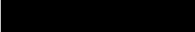
For the Strategic Plan the expectations can be less specific as it is the place where vision, mission, values and principles are set out. My point with the Strategic Plan is that it should be the place where the principle of performance management is stated. The Strategic Plan could "mandate" that Performance Management is a key priority for the city (under transparency and good government). With this principle in play all subordinate plans, services, etc would necessarily need to set performance indicators and measure/report.

Steve Babcock is truly a performance management expert and understands the value of setting expectations, measuring and reporting. He would have measures on everything if he could, but it is a big job and with no clear, direct mandate to do so (ie such as a Strategic Principle that mandates it) he will struggle to make it a staff priority. With a Strategic principle that mandates performance management he could make an easy case to do the work to set and measure performance targets for all services. Right now he can only do it along with all other work with available staff.

I am happy to volunteer my time to help establish the Service Management Program both to leverage my Service Management expertise and to ensure the city is successful.

If there is any other action I should take to try to make this happen please advise.

David Webb



From: [Jim Armstrong](#)
To: [Strategy](#)
Subject: RE: Draft strategic plan
Date: Tuesday, February 27, 2024 4:31:31 PM

Thanks very much. I appreciate the clarification; and, also reference to the reports page on the website which I had not noticed.

Jim

From: Strategy <strategy@kawarthalakes.ca>
Sent: February 27, 2024 4:09 PM
To: 'Jim Armstrong' [REDACTED]
Subject: RE: Draft strategic plan

Hi Jim,

Thank you for reaching out and sharing your feedback.

One of the commitments as part of the Strategic Plan refresh for the next four years is to provide annual reporting to the community and Council. This will include updates on the initiatives and goals outlined in the Plan, with scorecards that will also be available on the municipal website (www.kawarthalakes.ca) to allow public tracking of progress. Following the Plan's approval by Council, staff will move forward with action plans and department work plans in alignment with the Strategic Plan and annual budget process. As you can appreciate, measuring more than 200 programs and services is not a small task and requires the involvement of more than a single plan. More details on the measurement and reporting process will be provided once the Strategic Plan is approved and the action items finalized.

As for the work that's been done, I'd encourage you to refer to the [Reports, Studies and Plans page](#) on our website that offers the latest on municipal reports, plans, strategies and reviews.

Please keep in mind much of the work outlined in the previous Strategic Plan 2020-2023 was interrupted due to COVID-19 pandemic response. In large part, refreshing the Strategic Plan now is about reprioritizing and getting our strategic objectives back on track.

Thanks,

Ryan Cowieson (he/him) | Communications, Advertising and Marketing Officer | Corporate Services, City of Kawartha Lakes | 705-324-9411 ext. 1293

From: Jim Armstrong [REDACTED]
Sent: Thursday, February 22, 2024 2:53 PM
To: Strategy <strategy@kawarthalakes.ca>

Subject: Draft strategic plan

I see the draft strategic plan for 2024-27 and the previous plan for 2020-2024 on the Jump In page. Is there a report available on the results achieved in relation to the previous plan?

My other question is about the sharp reduction in progress indicators from 26 in the previous plan to 7 in the new draft. Can you clarify about that change?

From my experience, one of the most important aspects of a strategic plan is the reporting of progress (and resulting adjustment of plans). How will the reporting be made available publicly—and when?

Thanks very much.

Jim Armstrong

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