



Council Report

Report Number:	CAO2024-002
Meeting Date:	March 19, 2024
Title:	Kawartha Lakes 2024-2027 Strategic Plan Public Consultation
Description:	Public consultation results and recommendations for the 2024-2027 Kawartha Lakes Strategic Plan
Author and Title:	Brenda Stonehouse, Manager, Strategy and Innovation

Recommendation(s):

That Report **CAO2024-002, Kawartha Lakes 2024-2027 Strategic Plan Public Consultation**, be received; and

That the Kawartha Lakes Strategic Plan 2024-2027 contained in Appendix A to Report CAO2024-002 be approved.

Department Head: _____

Financial/Legal/HR/Other: _____

Chief Administrative Officer: _____

Background:

At the Council Meeting of January 30, 2024, Council adopted the following resolutions:

CR2024-016

Moved By Councillor Warren

Seconded By Councillor Perry

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

That the Kawartha Lakes Strategic Plan 2024-2027 be forwarded to the Regular Council Meeting on March 19, 2024 to allow the City of Kawartha Lakes Environmental Advisory Committee to provide comment on the draft Plan.

Carried

CR2024-017

Moved By Councillor Perry

Seconded By Councillor Ashmore

That Council endorse the draft Kawartha Lakes Strategic Plan for 2024-2027; and

That Staff complete additional public engagement beyond the Jump In Platform and report back to Council by the end of March, 2024.

Carried

This report outlines the Strategic Planning process including the public consultation as directed by Council and provides a recommended 2024-2027 Kawartha Lakes Strategic Plan.

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 number of workshops were held with senior management and Council to identify the successes from the 2020-2023 Strategic Plan, identify actions and goals that should be forwarded to the new plan, and to conduct an environmental scan. The environmental scan identified the political, economic, social and technological issues and trends that could have an effect on municipal work. A SWOT analysis was also conducted to identify the strengths, weaknesses, opportunities and threats for the organization.

Council and senior management were asked to share the actions they would like to see accomplished over the next four years and those items were grouped and prioritized. Council members were encouraged to include actions based on the issues and concerns expressed by their constituents.

A survey was conducted to gather input from municipal employees and the broader community. Through our online engagement platform, Jump In Kawartha Lakes, people were encouraged to participate in a survey to prioritize action items included in a list and also had the opportunity to propose actions that were not listed. Respondents were also asked their vision for the future of our community. This initial survey garnered 476 responses which are outlined in Appendix C.

The first draft of the Kawartha Lakes 2024-2027 Strategic Plan was presented at the Committee of the Whole meeting on January 16, 2024. The report and initial draft plan are attached as Appendix A. At that time, Council requested additional public engagement.

To offer another opportunity to the public for feedback, the survey was published again on Jump In Kawartha Lakes. The survey questions remained the same as the first survey and we received 202 responses. The results are outlined in Appendix D.

The top three themes in each Priority Area remained the same through both surveys although placement in some areas shifted slightly. The combined results (678 responses) for the actions in each Strategic Priority area are attached as Appendix E.

Council held a Special Council Meeting to receive feedback from the public regarding the Strategic Plan. Eighteen people made deputations and correspondence was received. The minutes from the Special Council Meeting are attached as Appendix F.

Correspondence was also received outside of the Special Council meeting and is attached as Appendix G.

What We Heard

All survey results, deputations and correspondence were reviewed in detail. Overall, the comments received confirmed the Strategic Priority areas, goals and actions.

The main themes included:

- Affordable housing is needed
- Sustainable and environmentally conscious development is desired
- Improved health care, education and services are needed as we grow

- Amenities such as outdoor spaces, community events and recreational facilities are desired
- Transportation - including roads, active transportation, public transit, connections to GO Transit – are needed to support growth and business
- Preservation of small town culture and heritage is important

The majority of comments received in the extended consultation period also confirmed these as the highest priority issues.

Recommended Changes to the Strategic Plan

The staff recommended 2024-2027 Kawartha Lakes Strategic Plan is attached as Appendix B.

The Vision, Mission, Values and Guiding Principles remain consistent.

The Strategic Priorities remain: A Healthy Environment, An Exceptional Quality of Life, A Vibrant and Growing Economy and Good Government. These priorities are balanced and form the foundation of a sustainable approach to decision making. All decisions will consider them as interconnected and equal priorities.

Changes have been made to some action items to refine and clarify some areas including an emphasis on affordable housing, the need for climate change adaptation and mitigation, and clarification of diversity, equity and inclusion concepts.

A full list of all the Master Plans and Strategies has replaced the lists that originally appeared in each priority area. Since the Strategic Priorities are interconnected some plans appeared in multiple areas. This full list eliminates duplication.

Progress Indicators were removed from the Strategic Priorities as well and centralized in the Measuring and Reporting section.

Measurement and Reporting

The measurement of more than 200 programs and services cannot be captured in a single plan.

High level indicators have been identified and are included in the Strategic Plan. These indicators will be monitored through the life of the plan.

Master Plans and Strategies contain more detailed actions, measures and timelines for specific service areas. Departmental workplans will be established that will outline key performance indicators in alignment with the annual budget process.

In establishing measures and collecting data we will be using the following guidelines:

- **Value for Effort** – Identifying measures that are reasonably easy to track so we make best use of our staff resources
- **Meaningful** – Tracking data that is useful and ensuring it is easily understandable
- **Aligned with the Strategic Plan** – Ensuring measures are clearly aligned with our Strategic Priorities
- **Integrity of Data** – Ensuring the data is up-to-date, consistent and accurate

We will report to the community through Council annually and scorecards will be available 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.

The Strategic Priorities remain the same, however the goals and actions have been refreshed for this term of Council. Departmental workplans for 2024 are being finalized in alignment with the goals and actions outlined in the recommended Strategic Plan.

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 – Report CAO2024-001 Kawartha Lakes Strategic Plan 2024-2027, January 16, 2024



Appendix A

Appendix B – Draft v. 2 2024-2027 Kawartha Lakes Strategic Plan



Appendix B

Appendix C – 2024-2027 Strategic Plan Survey Results November 2023



Appendix C

Appendix D – 2024-2027 Strategic Plan Survey Results February 2024



Appendix D

Appendix E - Kawartha Lakes Strategic Plan Consolidated Survey Results



Appendix E

Appendix F – Minutes of the Special Council Meeting of February 15, 2024



Appendix F

Appendix G – Correspondence – Strategic Plan 2024-2027 January to March 2024



Appendix G

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Department Head: Ron Taylor, CAO