



2024

Strategic Plan

Annual Report

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The 2024-2027 Strategic Plan outlines goals and actions within the follow four-priority areas.



Significant work has been accomplished in 2024 on initiatives that further those actions and goals and these have been outlined in this Report Card.

How to Read the Report Card

The report is laid out by Strategic Priority Area with each goal and action being listed in the order they appear in the Strategic Plan. Initiatives and corresponding inputs are listed in the chart under each action

1. Strategic Priority

1.1 Goal

1.1a Action

Table listing Inputs, Initiatives, Owner and Status

Definitions

- Input: Master Plans or Strategies that support or guide the initiative
- Initiatives: The work done that aligns with the Action
- Owner: The municipal department or division that owns the initiative
- Status: The position the work was in at the end of 2024
- Initiatives have been identified as being:
 - Complete: The work is completed
 - In Progress: There is a defined start and end to the work and it is in progress
 - Ongoing: The work is continuous in nature

Strategic Priorities



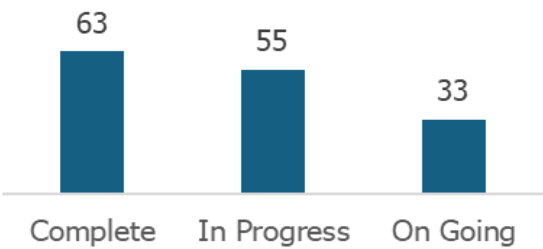
Strategic Plan
2024-2027
is comprised of



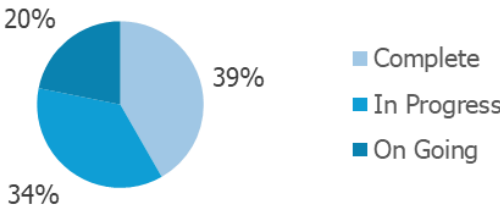
Initiatives

162

2024 - Status of Initiatives



of the 162 Initiatives



- 73% (118 of the 162 initiatives) are either 'In Progress' or have been 'Completed'
- 20% (33 of the 162 initiatives) are classified as 'On Going'



A Healthy Environment

2024 Status for A Healthy Environment



Goals

3



Actions

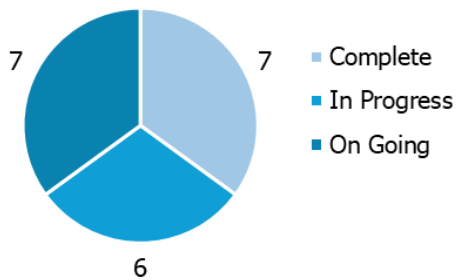
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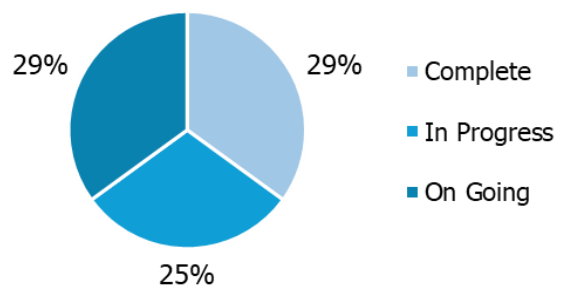
Initiatives

24

Status of Initiatives



Status of Initiatives by Percentage



Summary:

- 54% (13 of the 24 initiatives) are either 'In Progress' or have been 'Completed'
- 29% (7 of the 24 initiatives) are classified as 'On Going'



An Exceptional Quality of Life

2024 Status for An Exceptional Quality of Life



Goals

3



Actions

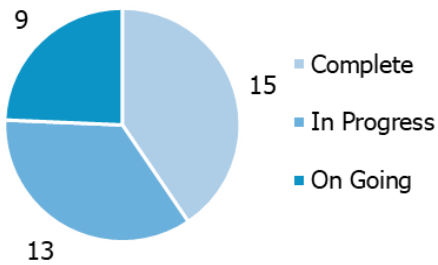
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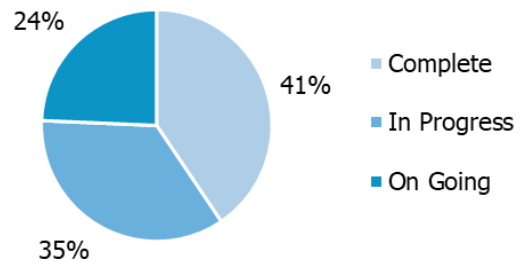
Initiatives

37

Status of Initiatives



Status of Initiatives by Percentage



Summary:

- 76% (28 of the 37 initiatives) are either 'In Progress' or have been 'Completed'
- 24% (9 of the 37 initiatives) are classified as 'On Going'



A Vibrant and Growing Economy

2024 Status for A Vibrant and Growing Economy



Goals

3



Actions

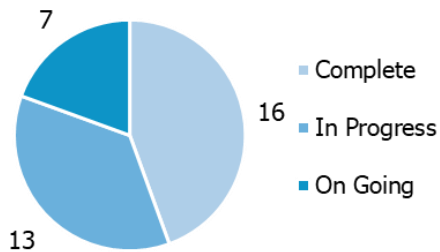
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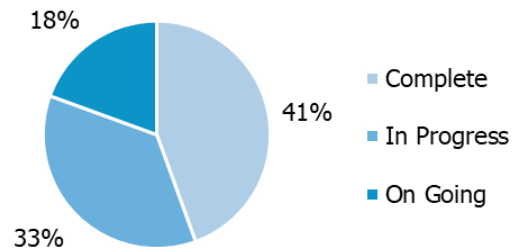
Initiatives

39

Status of Initiatives



Status of Initiatives by Percentage



Summary:

- 74% (29 of the 39 initiatives) are either 'In Progress' or have been 'Completed'
- 18% (7 of the 39 initiatives) are classified as 'On Going'



Good Government

2024 Status for Good Government



Goals

3



Actions

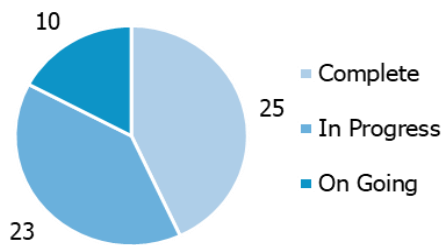
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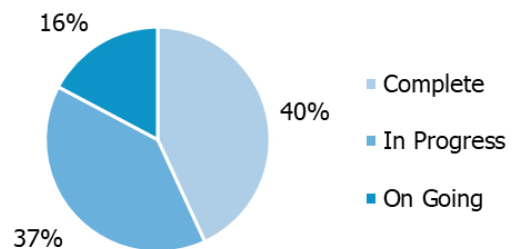
Initiatives

62

Status of Initiatives



Status of Initiatives by Percentage



Summary:

- 77% (48 of the 62 initiatives) are either 'In Progress' or have been 'Completed'
- 16% (10 of the 62 initiatives) are classified as 'On Going'

1. A Healthy Environment

1.1 Goal: Support Environment Sustainability and Resilience in our Community

1.1.a Objective: Develop and establish a Climate Change Strategy to replace our existing Healthy Environment Plan, as a refreshed strategy to reduce our carbon footprint and mitigate environment risks.

lan	Initiatives	Owner	Status
Corporate Energy Management Plan, Healthy Environment Plan	Recruitment of new Planning Officer, Environmental Policy to advance the environmental portfolio, as well as develop the Climate Change Strategy	Development Services	C
Corporate Energy Management Plan, Healthy Environment Plan	Develop and establish a Climate Change Strategy to replace the existing Healthy Environment Plan, as a refreshed strategy to reduce the carbon footprint and mitigate environmental risks. RFP for Strategy Development to be issued in Q1 2025	Development Services	IP
Corporate Energy Management Plan, Healthy Environment Plan	Re-establish the Energy Management program for municipal facilities in an effort to reduce our carbon footprint and mitigate environmental risk	Building and Property	IP

1.1.b Objective: Encourage active transportation

Input	Initiatives	Owner	Status
Transit Master Plan, Healthy Environment Plan, Servicing Master Plan, Growth Management Strategy	Completed the Active Transportation Master Plan outlining initiatives to provide more active transportation options throughout the municipality	Development Services	C

1.1.c Objectives: Implement our transition to a green municipal fleet

Input	Initiatives	Owner	Status
Healthy Environment Plan	Continue to explore alternate fuel source potential for Kawartha Lakes fleet vehicles including EV and Hydrogen. Measure and report on Hydrogen Pilot and initiative Electric Vehicle Procurement Plan	Fleet Services	OG

1.1.d Objectives: Prepare our communities to better respond, recover and adapt to a more unpredictable climate and weather events

Input	Initiatives	Owner	Status
Emergency Management Plan	Completed Community Risk Assessment to identify potential areas of risk to public safety in our community. Develop and implement inspection programming based on the risks identified in the Community Risk Assessment	Fire Rescue Service	OG
Emergency Management Plan	Develop and implement inspection programming based on the risks identified in the Community Risk Assessment	Fire Rescue Service	OG
	Completed Kenhill Beach Drainage Improvement construction to alleviate seasonal flooding	Technical Services	C

1.2 Goal: Protect and preserve natural areas including greenspaces, waterways, parks, trails and farmlands

1.2.a Objective: Protect source water and ensure quality drinking water

Input	Initiatives	Owner	Status
Healthy Environment Plan, Drinking Water Quality Management Standard	Chair the Project Oversight Committee (POC) to guide efforts and legislative compliance for the Risk Management Official related to protection of source water for municipal drinking water systems.	Water and Wastewater	OG
Drinking Water Quality Management Standard	Re-accreditation of full scope on-site audit for Drinking Water Quality Management Standards	Water and Wastewater	C
Drinking Water Quality Management Standard	Implement the Supervisory Control and Data Acquisition (SCADA) system modernization to ensure reliability of our drinking water systems. Project and program are ongoing with standards completed and physical upgrades ongoing	Water and Wastewater	OG

1.2.b Objective: Improve lake quality and support lake health through the Lake Management Plan implementation

Input	Initiatives	Owner	Status
Lake Management Plans	Implementation of Lake Management Plans to support and maintain lake health	Kawartha Conservation	IP

1.2.c Objective: Protect and support agricultural land and agri-business

Input	Initiatives	Owner	Status
Healthy Environment Plan, Agriculture and Food Action Plan	Completed Curtain Municipal Drain Construction to remove excess water from agricultural land to achieve a sufficient outlet for lands involved in the watershed	Technical Services	C

1.2.d Objective: Protect and enhance our wetlands, forests, urban tree canopy and biodiversity

Input	Initiatives	Owner	Status
Healthy Environment Plan Parks and Recreation Strategic Plan	By-law amendments to support pollinator habitat approved by Council, encouraging a healthy environment	Legal Services	C
	Develop and initiate the Tree Inventory program within the Lindsay area to support the protection and preservation of natural areas. Staff are developing the work plan including timeline, required resources and deliverables	Parks and Recreation	IP
	Approval of Tree Protection By-laws to protect and enhance our tree canopy. Introduce development related by-law to Committee of the Whole and Council in 2025 and enforce by-law after approval	Legal Services	IP

1.3 Goal: Increase waste diversion and resource recovery

1.3.a Objective: Expand recycling programs to increase diversion rate

Input	Initiatives	Owner	Status
Integrated Waste Management Strategy, Healthy Environment Plan	Increase and expand landfill diversion programs including mattresses, construction and demolition waste as well as expansion of the textile recycling program	Solid Waste	IP
Integrated Waste Management Strategy	Update Integrated Waste Management Strategy to identify opportunities to improve and expand diversion programs to extend life of existing landfills and control overall operational costs	Solid Waste	OG

1.3.b Objective: Implement a Source Separated Organics program

Input	Initiatives	Owner	Status
Integrated Waste Management Strategy	Developed the Source Separated Organics program and launch in Lindsay, Fenelon Falls, Bobcaygeon and Omemee in January 2025	Solid Waste	C

1.3.c Objective: Enhance public education, and partnerships to promote recycling and diversion

Input	Initiatives	Owner	Status
Integrated Waste Management Strategy	Manage the transition to producer responsibility for recycling ensuring no impact to residential service	Solid Waste	OG

2. An Exceptional Quality of Life

2.1 Goal: Increase affordable and attainable housing

2.1.a Objective: Meet the targets outlined in our Municipal Housing Pledge

Input	Initiatives	Owner	Status
Municipal Housing Pledge, Community Safety and Well-Being Plan	Improve the health and well being of residents through implementing the goals identified in the Housing Pledge to meet the target of 6500 units by 2031. Meet the 2024 target of 524 housing units.	CAO	OG

2.1.b Objective: Streamline municipal approval processes for residential development

Input	Initiatives	Owner	Status
Municipal Housing Pledge, Community Safety and Well-Being Plan	Supported the housing commitment through successful development review and approvals	Development Engineering	OG

2.1.c Objective: Encourage intensification, and providing the full continuum of housing typed, including ownership and purpose-built rentals

Input	Initiatives	Owner	Status
Municipal Housing Pledge, Community Safety and Well-Being Plan	Commenced construction of 30 new homes at 106 Murray St., Fenelon Falls with anticipation of completion in late 2025	KLHHC	OG
Municipal Housing Pledge, Community Safety and Well-Being Plan	Completed construction of 46 new homes at 25 Hamilton St. (Ada Graves Place) thus creating new affordable housing units for those on the community housing wait list.	KLHHC	C

2.2 Goal: Improve the health and well-being of residents

2.2.a Objective: Collaborate for recruitment and retention of health care professionals

Input	Initiatives	Owner	Status
	Invested in Primary Care Services, including After Hours Clinics to ensure continued access for municipal residents	CAO	OG

2.2.b Objective: Continue to provide and support innovative programs to promote citizen safety and well-being

Input	Initiatives	Owner	Status
	Continue implementing the Community Safety and Well-Being Plan. Funding approved for the Vital Signs program to provide an annual report on the quality of life in Kawartha Lakes	CAO	OG
	Increased Municipal Law Enforcement Officer presence on the Victoria Rail Trail Corridor (VRTC) and foot patrols in downtowns such as Bobcaygeon and Fenelon Falls to provide a more visible presence.	MLEL	C
	Assess pilot project on Mobile Crosswalk Centerline Signs and expand where possible. Conduct crossing warrants to ensure the most appropriate crossing locations after recent School boundary changes.	Engineering and Corporate Assets	IP
	Establishment of the Social Sustainability Fund to structurally support and expand investment for the social sustainability within the City of Kawartha Lakes	Human Services	IP
	Supported the expansion of EarlyON program sites from 29 to 44 and served over 14,000 children and caregivers	Children Services	C
	Supported the 20 th Annual Family Gala organized by the Community Planning Table that was attended by over 500 children and families	Children Services	C

2.2.c Objective: Provide recreation and leisure programs that meet the needs of the community

Input	Initiatives	Owner	Status
Parks and Recreation Strategic Plan	Develop Parks and Recreation Strategic plan to determine growth related capital needs as per Development Charges Study	Parks and Recreation	IP

2.2.d Objective: Expand trails and active transportation to promote physical activity and a healthy lifestyle

Input	Initiatives	Owner	Status
Trails Master Plan	Regular maintenance work was completed along the Victoria Rail Trail (VRT) within the Fenelon Falls, Burnt River and Kinmount areas	Parks and Recreation	C
Trails Master Plan	Design plans are underway for the development of a new trail head at Thunder Bridge Road and Angeline St., new signage and refurbished bridges along the Dunsford Nature Trail, and design work is being completed for improvements to the Emily Forest Tract including an upgraded parking lot, new signage, replacement of pedestrian bridge and creation of a switchback	Parks and Recreation	IP

2.2.e Objective: Maintain community hubs such as parks, buildings and active spaces for social, healthy interactions

Input	Initiatives	Owner	Status
Cultural Master Plan, Trails Master Plan	Support the completion of the Summit Wellness Centre in Coboconk, a hub for community health and community space for northern Kawartha Lakes	Community Services	IP

2.3 Goal: Ensure a range of programs, services and supports are available and accessible to those in need

2.3.a Objective: Support a high quality of life for all through human services program delivery

Input	Initiatives	Owner	Status
	Permanently expanded emergency shelter capacity from 19 beds to 30	Housing Services	C
	New 2024-2028 Social Services Plan developed based on analysis, review of stability support services, and completed risk and privacy management assessments that will be reviewed and updated annually	Social Assistance	C
	Prepare and conduct service and client impact analysis related to the implementation of an administration funding model for delivery of Ontario Works (January 1, 2026)	Social Assistance	IP
	Full review and analysis of training and development plan and process to equip Social Assistance staff with the tools and resources they need to best meet the needs of the people they serve	Social Assistance	IP
	Implemented a sustained approach to improve Victoria Manor resident's move-in process with a focus on getting to know each resident as they move in, creating a better experience	Victoria Manor	C
	Solid performance achieved related to the quality of care indicators for Victoria Manor that are publicly reported and submitted to the province	Victoria Manor	C
	Continued to fund the Out of the Cold Winter Response Program to provide additional emergency shelter for days that are -10C in the winter	Housing Services	C

2.3.b Objective: Provide homelessness prevention programs and support

Input	Initiatives	Owner	Status
Housing and Homelessness Plan	Planning and development for the integrated care hub, which will supply low-barrier shelter and multi-disciplinary supports to those experiencing homelessness	Housing Services	IP
Housing and Homelessness Plan	Initiated a comprehensive housing and homelessness needs assessment to inform the 10-year Housing and Homelessness Strategic Plan aligning with continued growth and demand across both the City of Kawartha Lakes and the County of Haliburton	Housing Services	IP
Housing and Homelessness Plan	Completed quality assurance reviews of our emergency shelter and supportive housing systems to ensure funded services are aligned with larger system priorities and provide evidence-based best practice service delivery to clients	Housing Services	C
Housing and Homelessness Plan	Continue to develop capacity to support the growing demand for homelessness outreach services and supports, including the adoption of a City-wide interdepartmental encampment response protocol to coordinate the municipal response to homelessness	Housing Services	IP
Housing and Homelessness Plan	Supported a collaborative funding application with committed service partners to seek dedicated mental health and addictions supports for those experiencing homelessness, to be included within the integrated care hub	Housing Services	C
Housing and Homelessness Plan	Offer new rent supplements as additional affordable housing opportunities to applicants on the Community Housing waiting list	Housing Services	OG
Housing and Homelessness Plan	Provided rent supplements for seniors experiencing homelessness	Housing Services	C
Housing and Homelessness Plan	Provide resources to better support the transition of people from the Community Housing waiting list, into housing, increasing success with housing stabilization	Housing Services	IP

2.3.c Objective: Make quality childcare available and affordable

Input	Initiatives	Owner	Status
	Completed review and preparation analysis for the implementation of the new Ministry funding formula for Children's Services. This included the identification of the associated impacts to children's services programs and identification of the needs of our communities and service providers rolled up and submitted to the province. Offered leadership and support to our local providers to effectively implement the changes into their agency operational models, including equipping them with information for the preparation of their 2025 operating budgets	Children's Services	C
	Creation of 104 new licensed center and home based childcare spaces in 2024	Children's Services	C
	In 2025, create 201 new licensed center and home based childcare spaces through continued implementation of the Canada-Wide Early Learning and Child Care (CWELCC) guidelines and the new system funding formula	Children's Services	IP
	Develop a five-year Children's Services Plan incorporating the Canada-Wide Early Learning and Child Care (CWELCC) guidelines, which provides system oversight, direction for service capacity planning, as well as the appropriate resources needed to provide high quality early learning and child development across the County of Haliburton and the City of Kawartha Lakes	Children's Services	IP

2.3.d Objective: Maintain and expand community paramedicine program

Input	Initiatives	Owner	Status
Paramedic Master Plan	Expanded Community Paramedicine initiatives to better serve vulnerable populations, including partnering with local community outreach clinics to support homeless and at-risk individuals. This collaboration enhances access to essential healthcare services for those in need and strengthens community support networks	Paramedic Services	OG

2.3.e Objective: Support and expand innovative emergency services programs

Input	Initiatives	Owner	Status
Paramedic Master Plan	Successfully secured an additional \$268,761 in funding for the Land Ambulance Service Grant and \$195,000 for the Dedicated Offload Nurse Program in 2024, demonstrating effective advocacy and support for these critical services. Advocate for and strategize to secure ongoing funding for these programs.	Paramedic Services	OG
Paramedic Master Plan Master Fire Plan	Reinstated the Smoke Alarm Program and proactive fire inspection of buildings within downtown cores	Fire Rescue Service	OG

3. A Vibrant and Growing Economy

3.1 Goal: Build economic development initiatives to support and expand existing businesses, attract new businesses, attract new businesses and expand local employment opportunities

3.1.a Objective: Offer business development programs to support the agricultural, tourism, arts, culture, heritage, small business, manufacturing, and innovation sectors

Input	Initiatives	Owner	Status
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Refreshed the Economic Development Strategy, which will provide direction on how to improve the economic well-being and quality of life in our community until 2029. Implementation of the Economic Development Strategy to build economic development initiatives to support a vibrant and growing economy	Economic Development	C
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Completed the 2024 Business Count, which provides a snapshot of the Kawartha Lakes business community, helping us better understand and strengthen the local economy, as well as inform policies and programs	Economic Development	C
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Produced the "Welcome Home" marketing campaign to attract investment and talent, as well as enhance the Kawartha Lakes brand to drive economic growth and workforce development	Economic Development	C
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Received \$80,000 matching funding from the Rural Economic Development Fund for Kawartha Local Food Wholesale Project to scale up 35 producers and 15 buyers, ensuring greater availability of local food through restaurants, food service and institutions	Economic Development	C
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Worked in partnership with Kawartha Foundation to develop a micro-credential course with Trent University for non-profit management certification	Economic Development	C
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Provided heritage permitting for businesses, residences and organizations within customer service standards	Economic Development	OG

3.1.b Objective: Explore proactive options to encourage new business, repurpose existing spaces and promote entrepreneurship

Input	Initiatives	Owner	Status
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Completed 2 cohorts of Starter Company Plus with 15 businesses going through the program, with an increase in construction and agricultural businesses in 2024	Economic Development	OG
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	The Summer Company program supported 7 students in successfully running their own summer businesses	Economic Development	OG
Cultural Master Plan, Economic Development Strategy, Agriculture and Food Action Plan, Destination Development Plan	Developed a film permitting office and on boarded downtown core drone footage and over 40 film friendly locations to Ontario Creates Location Map	Economic Development	C

3.1.c Objective: Promote Kawartha Lakes as a tourism destination

Input	Initiatives	Owner	Status
Destination Development Plan	Hosted the International Plowing Match and Rural Expo promoting Kawartha Lakes as a great place to live, work and play. Along with our partners, we hosted 51,000 visitors within our Showcase Kawartha Lakes. Programmed 5 days of entertainment on live music stage and arts area to show case local arts and culture excellence	Economic Development	C
Destination Development Plan	Supported Heritage initiatives and events including Heritage Day, Peter Robinson Settlement bicentennial, Connections and Conversations, 5 Legends & Lore historic walking tours, and 360 virtual tours of 5 museums/art galleries	Economic Development	C
Destination Development Plan	Joint promotion of over 50 craft based businesses and heritage locations as part of the Arts and Heritage Trail	Economic Development	C

Input	Initiatives	Owner	Status
Destination Development Plan	The Kawartha Lakes Knapsack Signature Experience Program completed its fourth intake, which provides support to tourism businesses to create new tourism experiences to increase revenue during the winter months through new tourism experience development. Since inception, the program has had 14 businesses complete the program	Economic Development	OG
Destination Development Plan	Development and launch of an updated Explore Kawartha Lakes tourism website in 2025	Economic Development	IP
Destination Development Plan	Development of a new tourism brand and 2 year marketing plan in 2025 to increase visitation and visitor spending in Kawartha Lakes	Economic Development	IP

3.1.d Objective: Support downtown revitalization, intensification and beautification

Input	Initiatives	Owner	Status
Economic Development Strategy	Administer the Million Dollar Makeover program annually supporting the revitalization and beautification of commercial, mixed use and designated heritage properties, with a priority on downtown areas	Economic Development	OG
Economic Development Strategy	Support Fenelon Falls Downtown Revitalization (2.0) through RED funding and development of a new downtown action plan	Economic Development	IP
Economic Development Strategy	Develop temporary public art programs including Words While We Wait, That's a Wrap Traffic Control Box program, and the annual Fenelon Art Committee's Art call. Received \$100,000 My Main Street Public Art grant with the Lindsay Downtown BIA for downtown installation	Economic Development	IP

3.1.e Objective: Complete the Cultural Centre Feasibility Study and assess recommendations for the preferred operating model and site location for a Cultural Centre

Input	Initiatives	Owner	Status
Cultural Master Plan, Economic Development Strategy	Presented results from the Cultural Centre Feasibility Study (Phase 2); Phase 2 assesses operating model recommendations as well as site location options; the Green Municipal Fund is to model net-zero construction and operational activities	Economic Development	IP

3.2 Goal: Encourage sustainable growth and development

3.2.a Objective: Complete Official Plan, Secondary Plans and Consolidated Zoning By-law

Input	Initiatives	Owner	Status
	Completed the Rural Zoning By-law, consolidating 14 former by-laws into one, providing consistency across the municipality	Planning	C
	Secondary Plans for all urban settlement areas in force and effect, establishing detailed land use policies for Bobcaygeon, Fenelon Falls, Lindsay, and Omemee	Planning	C

3.2.b Objective: Updated the Growth Management Strategy to plan for population growth, housing, employment needs and critical infrastructure investments

Input	Initiatives	Owner	Status
Growth Management Strategy	Complete and implement the City's Growth Management Strategy (GMS) and supporting Servicing and Transportation Master Plans	Development Services Engineering and Corporate Assets	IP

3.2.c Objective: Streamline the development approvals process

Input	Initiatives	Owner	Status
Economic Development Strategy	Continuation of the Development Concierge Program, which provides assistance to businesses navigating the development process as well as connects them with other relevant services. The program is currently at capacity with 5 businesses supported through the development application process. These projects collectively have the potential to create 55 jobs and contribute 100,000 square feet of new development	Economic Development	OG

3.3 Goal: Improve and expand critical and transformational infrastructure

3.3.a Objective: Optimize existing transportation infrastructure (roads, bridges, parking) while adopting and encouraging new transportation support infrastructure (cycling, EV chargers, ride share programs)

Input	Initiatives	Owner	Status
	Replacement of the Rainbow Bridge over the Scugog River in Lindsay providing pedestrian access as part of the Victoria Rail Trail	Infrastructure Design and Construction	C
	Completion of the design for the Colborne Street Bridge which will provide another vehicular crossing over the Scugog River	Infrastructure Design and Construction	IP
	Completion of the Transportation Master Plan which identifies the multi-modal transportation facilities, services, and policies that are required to ensure enhance mobility, accessibility and connectivity	Technical Services	C
	Extend airport taxiway from new hangars to main apron and paving extension providing better access. Complete all outstanding capital works related to upgrades to airport grounds and facilities, along with the upgrade of Runway 13/31 and Runway 03/21	Municipal Airport	IP
	Implemented two focused ditching crews to advance and improve road maintenance and protect the integrity of existing and future roads	Roads Operations	C

3.3.b Objective: Explore expansion options for public transportation locally, and promote and encourage connections and access to regional public transportation

Input	Initiatives	Owner	Status
Transit Master Plan	Update the Transit Master Plan, which outlines future needs for our community. Master Plan to be completed in 2025.	Transit Services	IP
Transit Master Plan	Implementation of the Lindsay Transit Orange Route expanding the availability of transit to new areas	Transit Services	C
Transit Master Plan	Expansion of Lindsay Transit operating hours based on resident feedback	Transit Services	C
Accessibility Master Plan	Expansion of public transportation with connection to GO Transit. Negotiations with the province are going to expand / connect to regional transit systems.	Public Works	OG

3.3.c Objective: Continue to partner and advocate with other service providers to enhance broadband and mobile networks to better connect people

Input	Initiatives	Owner	Status
	Initiated the Fibre Optic infrastructure project for Colborne Street East supporting internal access to city data	IT	IP
	Expand Lindsay Fibre Optic project to support internal access to municipal data and provide connectivity for new building projects including the new Paramedic Service Headquarters and Fleet Centre	IT	IP

3.3.d Objective: Provide and advocate for enhancement and expansion of critical support infrastructure to serve current and future residents, including long-term care, regional transportation and energy networks and systems

Input	Initiatives	Owner	Status
Depot Master Plan	Design for a new central roads facility and renovate the Coboconk Roads Depot as outlined in the Depot Master Plan	Public Works	IP
	Substantially completed the design of the new Paramedic Service Headquarters and Fleet Centre to prepare for construction in 2025	Paramedic Services	IP

4. Good Government

4.1 Goal: Provide innovative and efficient service delivery for better customer experiences

4.1.a Objective: Improve the customer experience by leveraging digital transformation

Input	Initiatives	Owner	Status
	Implemented the Cityworks Public Access Portal to provide a streamlined digital process for obtaining Fire Service permits. 518 permits issued digitally from May to December 2024	Fire Rescue Service, IT	C
	Launched customer citizen portal for Public Works Permits and issued 861 permits from June to December 2024	Public Works, IT	C
	Provided customer citizen portal options for Building and Septic and Licensing services. Launched the Pre-approved Model program in December 2024 and issued 23 permits before year end.	Development Services, IT, MLEL	C
	Facilitate digital transformation for mobile work in the field for Paramedics, Fire, Fleet and Roads Operations (Pilot)	Paramedic Services, Fire Rescue Service, Public Works, IT	IP
	Review and deploy the Customer Service Standards to ensure consistent, high-quality service delivery across all service areas in the municipality	Customer Service	IP
	Initiated the development of the Customer Experience Strategy, focusing on transforming service delivery through innovation and continuous improvement	Customer Service	IP
Corporate Communications Strategy	Redesign and launch of new municipal, tourism and library website to leverage the latest technology to meet user demand. Launch of new sites in June 2025	CAM, Library, Economic Development	IP
	Create a GIS roads database system that provides up to date, accurate information on our municipal road network	IT, Public Works	IP
	Worked with the Geographic Information Systems (GIS) division to create a fire tracking system to identify high risk areas for smoke alarm program prioritization	Fire Rescue Service, IT	C
	Implementation of the provincial centralized intake to ensure that we maintain our client centered approach locally and support staff with tools and resources for effective execution	Social Assistance	C
	Implemented current provincial social assistance modernization activities with online options increasing electronic accessibility options to our service area	Social Assistance	C

Input	Initiatives	Owner	Status
	Focus on enhancing customer service (internal and external) by addressing issues through the Case management system in partnership with Customer Services	Public Works Administration	OG

4.1.b Objective: Provide services through integrated community hubs

Input	Initiatives	Owner	Status
	Modernize the Lindsay Service Centre to improve customer accessibility, experience and enhance service delivery	Building and Property Customer Service	IP
	Enhanced customer accessibility, experience and service delivery through the modernization of the Coboconk Service Centre	Building and Property Customer Service	C
	Creation of a Coboconk Building & Septic Division Hub, including 5 permanent staff (Clerk, Building and Septic Inspectors, Supervisor) providing service to residents in northern Kawartha Lakes	Building and Septic	C
	Enhanced customer accessibility, experience and service delivery through the revitalization of the Little Britain Community Centre	Parks and Recreation	C

4.1.c Objective: Promote continuous improvement and innovation to **Make It Better** in all service areas

Input	Initiatives	Owner	Status
	Explore initiatives to control costs associated with tenant move-outs, unit damage and refurbishment to ensure fiscal responsibility and sustainability	KLHHC	IP
	Reviewed management directives and standard operating procedures for Social Assistance and Children's Services	Social Assistance Children's Services	C
	Completed Program Audit for Social Assistance and Children's Services, including for those in receipt of Ontario Works for over 5 years, including in depth analysis to inform our service provision	Social Assistance Children's Services	C
	Improve unit turnover process and reduce vacancy loss to ensure timeliness of placement and reduction of operating costs	KLHHC	IP

Input	Initiatives	Owner	Status
	With our community partners we developed additional tools and resources to support emergency response and support required resource allocation	Social Assistance	C
	Facilitated regional service coordination to better support the transition between social assistance and the employment service system manager	Social Assistance	C
	Pilot project for use of electronic circle check software to reduce manual processes and improve efficiency	Fleet Services, IT	IP
	Procurement of Road Patrol Software to better track compliance with Minimum Maintenance Standards (O.Reg 239/02)	Roads Operations IT	IP
	Expansion of Make It Better training to provide lean tools and methodology for continuous improvement across the organization	Strategy and Innovation	OG
	Closed 1000+ historic building permit files, enhancing the efficiency of locating historical information. Reviewed and documented 40+ years of Town of Lindsay building permits which will provide easier access to this information	Building and Septic	OG
	Modernization and standardization of operating budget reports and presentations creating a consistent approach to corporate budgeting	Corporate Services	IP
	Commenced Finance Modernization/JDE enhancement Review. Received Final report with over 160 recommendations in December 2024, implementation plan developed for Short/Mid/Long term goals	Treasury, IT	IP
	Pilot project for Advanced Metering Infrastructure (AMI) launched providing the ability to read water meters remotely for the Lindsay area. Predictive modelling of signal strength completed for meter read success estimation. Lindsay water tower designated as tall asset to be used	Revenue and Taxation	IP
Master Fire Plan, Modernization Review	Development and implementation of standard process mapping and documentation through Prime BPM, our central repository for processes	Strategy and Innovation	OG

4.2 Goal: Provide accountable government and responsible management of resources

4.2.a Objective: Through long-term financial planning, ensure affordable and sustainable service delivery

Input	Initiatives	Owner	Status
Long-Term Financial Plan	Provided an Interim Status update on the City's Long Term Financial Plan to measure the municipality's fiscal health and predict future needs.	Corporate Services	C
Long-Term Financial Plan	Perform workforce needs analysis as part of the municipality's Long-Term Financial Plan	Corporate Services	
Long-Term Financial Plan	Development of the new Long-Term Financial Plan 2026 - 2036 including a Reserve Strategy and Policy, and a Debenture Strategy and Policy. Present legislated Asset Management Plan to Council in Q3 2025. Present comprehensive Long-Term Financial Plan to Council July 2025	Corporate Services	IP

4.2.b Objective: Streamline and simplify by-laws, policies and processes

Input	Initiatives	Owner	Status
	Entrance by-law review and amendment saw Council providing direction to drive efficiency on residential resurfacing	Roads Operations	C
	Standardized template established for Snowmobile Maintenance Agreements ensuring consistency	Roads Operations	IP
Capital Budget Process, Asset Management Plan, Long Term Financial Model, Master Plans, Fleet and Building Strategy	Completed the Digitization Strategy, Municipal Art Collection Policy and Replevin Report and Plan for repatriation of records for First Nation communities	Corporate Records and Archival Services	C

4.2.c Objective: Establish key performance indicators (KPIs) in all service areas, and indicators to measure progress of the municipality's Strategic Priorities

Input	Initiatives	Owner	Status
	Launched a Patient Experience Survey, leading to improved performance metrics for the Paramedic Service	Paramedic Services	C
	Advance service quality monitoring and measurement to drive continuous improvement in alignment with the Customer Experience Strategy	Customer Service	IP
	Development of key performance indicators for customer service in five departments as part of the Deputy Mayor's Customer Service Initiative	Strategy and Innovation	OG
	Develop service profiles and establish key performance indicators for all divisions to support Strategic Plan initiatives and the budget process	Strategy and Innovation	IP
Fire Rescue Service Annual Report	Completed first Fire Service Annual report highlight call volume, types of responses, public education programs and inspections completed	Fire Rescue Service	C

4.2.d Objective: Secure and advocate for provincial and federal government funding for municipal infrastructure and service delivery needs, and critical community infrastructure and project investments

Input	Initiatives	Owner	Status
Long-Term Financial Plan	Advocate for and strategize to secure ongoing funding for Community Paramedic and Dedicated Offload Nurse Programming	Paramedic Services	OG

4.2.e Objective: Ensure municipal assets are well maintained and well managed

Input	Initiatives	Owner	Status
Asset Management Plan for Non-Core Assets	Developed the Asset Management Plan for Non-Core Assets that outlines the actions required to manage the City's non-core infrastructure assets in a way that meets service levels, while managing risks and costs	Corporate Assets	C

Input	Initiatives	Owner	Status
Asset Management Plan	Consolidated Asset Management Plan will communicate the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period as they relate to the defined 'core' assets. Legislated requirement to submit by June 2025	Corporate Assets, Corporate Services	IP
	Established and progressed the Corporate Asset Management and Building Condition Assessment Program to inform the long-term financial planning process	Building and Property	OG
	Initiate Building Condition Assessment (BCA) program for municipal facilities by completing a minimum of five assessments. Results from reports will inform the long-term financial plan.	Building and Property	IP
	Water Meter Replacement Program completed in Bobcaygeon, Fenelon Falls and progressing in Lindsay. A total of 2,795 water meters have been replaced in 2024. Continue the project in 2025 by adding the Lindsay South zone of 1530 water meters.	Revenue and Taxation	IP
Long-Term Financial Plan	Complete required renovations to Fire Stations as outlined in the Master Fire Plan	Fire Rescue Service	OG

4.3 Goal: Build a collaborative, supportive, inclusive and equitable community

4.3.a Objective: Further develop an inclusive and accessible municipal service environment that welcomes and embraces diversity

Input	Initiatives	Owner	Status
	Implementation of staff safety and wellness measures across all Human Services divisions including physical, procedural, training, communication, and supervision initiatives	Human Services	OG

4.3.b Objective: Advance reconciliation with First Nations, Inuit and Metis peoples through ongoing and meaningful consultation

Input	Initiatives	Owner	Status
Archaeological Management Plan (forthcoming)	Development of the Archaeological Management Plan, a tool for management of archaeological resources that includes an Archaeological potential map and policy direction report	Economic Development	IP

4.3.c Objective: Enhance communications, public education and engagement opportunities

Input	Initiatives	Owner	Status
Corporate Communications Strategy	Council approval of the 2024-2027 Corporate Communications Strategy	CAM	C
Corporate Communications Strategy	Launched municipal Instagram account to create content that resonates with a younger audience than other social media platforms	CAM	C
Corporate Communications Strategy	Delivered seasonal printed newsletters to provide municipal information to all homes, businesses and farms in Kawartha Lakes. 50,000 copies distributed in January, June, September and December	CAM	C
Corporate Communications Strategy	Increase public uptake in Corporate Communication channels including growth in social media audience, subscriptions to corporate news/events and number of participants in the Jump In, Kawartha Lakes engagement community, Media Relations to increase earned media articles	CAM	OG
	Determined best use of Ops property greenspace through public engagement sessions. A Public Information Session, along with online engagement via Jump In Kawartha Lakes facilitated valuable feedback to inform the design process	Parks and Recreation	C

4.3.d Objective: Enhance accessibility and encourage and support age-friendly and youth-friendly programs and initiatives

Input	Initiatives	Owner	Status
Accessibility Master Plan	Accessibility Master Plan which outlines the accessibility initiatives for the municipality from 2024-2029 approved by Council	People Services	C
Accessibility Master Plan	Refreshed the Accessibility Buildings and Outdoor Spaces Management Directive to align with provincial standards, and associated Facility Accessibility Design Standards (FADS). Approval of the Information and Communication Accessible Design Standards (ICADS) and management directive	People Services	C

4.3.e Objective: Collaborate with other community builders, partners and institutions

Input	Initiatives	Owner	Status
	Work towards updating or establishing Memorandums of Understanding (partnership agreements) between the municipality and various outside groups and agencies	CAO	IP