2024-2027
Strategic Plan



Kawartha Lakes
Jump In



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Kawartha Lakes is committed to complying with the Accessibility for Ontarians with Disabilities Act (AODA) in order to create a barrier-free Ontario. We are committed to the four core principles of dignity, independence, integration and equal opportunity. We support the full inclusion of persons as set out in the Canadian Charter of Rights and Freedoms and the AODA. If this document is required in an alternate format, please contact accessibility@kawarthalakes.ca.



Message from the Mayor and CAO

On behalf of the municipality, it is our pleasure to present the Kawartha Lakes Strategic Plan 2024-2027, our roadmap for the next four years. These are exciting times for Kawartha Lakes, as we look towards unprecedented growth and development over the next several years.

The Strategic Plan, developed through consultation with Council, the public, community partners and staff, reflects the values, vision and mission for our municipality. As a result, it is inclusive of all Kawartha Lakes and builds on our past actions, priorities and momentum to meet the community's requirements without compromising future generations. Complementing this high-level strategy are a variety of Master Plans and Strategies across our municipal divisions that are also listed in this Strategic Plan.

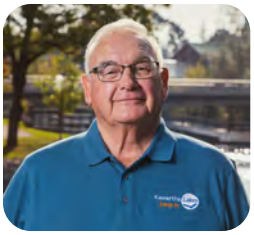
Weighing the requirements of the entire community, this Strategic Plan aims to balance the demands for growth while ensuring we are fiscally responsible. Our four Strategic Priority Areas with specific action items and goals to support are:

1. **A Healthy Environment**
2. **An Exceptional Quality of Life**
3. **A Vibrant and Growing Economy**
4. **Good Government**

This plan is not just a document but a commitment to our future. It requires us to partner and collaborate with every sector of our community. Together, we will navigate the challenges ahead, ensuring our municipality not only grows but thrives. In line with our focus on service excellence, we will be monitoring our progress and regularly reporting on our strategic priority areas.

Thank you for your ongoing support and participation in shaping the future of Kawartha Lakes.

Sincerely,



Doug Elmslie,
Mayor,
City of Kawartha Lakes



Ron Taylor,
Chief Administrative Officer,
City of Kawartha Lakes

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 for all.

Values

We believe in:

Accountability

We take responsibility for our own actions and remain committed to transparency and open communication. Balancing needs with affordability, we strive to make decisions in the best interest of all citizens and work to **Make it Better** every day.

Respect

We treat every individual with dignity. We value our differences, embracing and promoting diversity and inclusion. We listen actively to better understand other perspectives and treat everyone with respect and fairness.

Teamwork

We are community builders, committed to cultivating a strong spirit of teamwork to meet the needs of Kawartha Lakes without compromising the needs of future generations. We believe in collaboration, trust and mutual support to achieve our common goals. Every team member matters.



Guiding Principles

While we balance our strategic priorities, all of our actions and decisions are guided by the following principles:

Fiscally Responsible

We are focused on delivering core services by managing our finances with the highest level of responsibility to ensure every dollar is spent wisely, prioritized for maximum community benefit and accounted for with full transparency. We think broadly to balance the needs of our rural and urban communities, working proactively and innovating to keep services affordable for a sound financial future.

Open and Transparent

We operate in an open, accessible and transparent manner and continue to enhance how we inform, engage and listen to residents and community partners. Performance measures ensure we stay on track and remain accountable for results.

Partner and Collaborate

We work to strengthen relationships with all community partners to collaborate on projects and services. We support innovation, look for opportunities to advance common goals and work with all levels of government to maximize “one taxpayer” investments.

Service Excellence

We serve Kawartha Lakes with pride, seeking to understand and meet the needs of those we serve within our available resources. We are committed to accessible, timely, knowledgeable, courteous, fair and equitable service. We value feedback and use what we learn to **Make it Better**.

Kawartha Lakes Strategic Plan Framework





Strategic Priorities

There are four Strategic Priority Areas:

A Healthy Environment

An Exceptional Quality of Life

A Vibrant and Growing Economy

Good Government

All four priorities form the foundation of a sustainable approach to decision-making. All decisions will consider each as interconnected and equal priorities.

Within each Strategic Priority Area we have identified a number of Goals along with Actions to move them ahead. This is how they are laid out in this document:

1. Goal

How will we make this happen?

- Action Item (specific actions that we will undertake to reach the goal)

Master Plans and Strategies

The municipality has a variety of Master Plans and Strategies that outline specific actions for that service area. Aligned to the goals of this Strategic Plan, these Master Plans and Strategies will support and guide our work.

- 5 Year Children's Services Plan
- 10 Year Housing and Homelessness Plan
- Accessibility Master Plan
- Active Transportation Master Plan
- Asset Management Plan
- Community Safety and Well-Being Plan
- Corporate Communications Strategy
- Cultural Master Plan
- Customer Experience Strategy
- Destination Development Plan
- Diversity, Equity and Inclusion Action Plan
- Economic Development Strategy
- Growth Management Plan
- Healthy Environment Plan
- Information Technology Strategic Plan
- Integrated Community Sustainability Plan
- Integrated Waste Management Strategy
- Kawartha Lakes Agriculture and Food Action Plan
- Library Strategic Plan
- Long Term Financial Plan 2022-2031
- Master Fire Plan
- Municipal Housing Pledge and Target
- Paramedic Service Master Plan
- Parking Strategy
- Parks and Recreation Strategic Plan
- People Strategy
- Social Services Plan
- Trails Master Plan
- Transit Master Plan
- Transportation Master Plan
- Victoria Manor Facility Master Plan
- Water and Wastewater Master Servicing Plan



A Healthy Environment



1 Support environmental sustainability and resilience in our community

How will we make this happen?

- 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 environmental risks
- Encourage active transportation
- Implement our transition to a green municipal fleet
- Prepare our communities to better respond, recover and adapt to a more unpredictable climate and weather events



2 Protect and preserve natural areas including greenspaces, waterways, parks, trails and farmlands

How will we make this happen?

- Protect source water and ensure quality drinking water
- Improve lake quality and support lake health through lake management plan implementation
- Protect and support agricultural land and agri-business
- Protect and enhance our wetlands, forests, urban tree canopy and biodiversity



3 Increase waste diversion and resource recovery

How will we make this happen?

- Expand recycling programs to increase diversion rate
- Implement a Source Separated Organics program
- Enhance public education and partnerships to promote recycling and diversion



An Exceptional Quality of Life



1 Increase affordable and attainable housing

How will we make this happen?

- Meet the targets outlined in our Municipal Housing Pledge
- Streamline municipal approval processes for residential development
- Encourage intensification, and providing the full continuum of housing types, including ownership and purpose-built rentals



2 Improve the health and well-being of residents

How will we make this happen?

- Collaborate for recruitment and retention of health care professionals
- Continue to provide and support innovative programs to promote citizen safety and well-being
- Provide recreation and leisure programs that meet the needs of the community
- Expand trails and active transportation to promote physical activity and a healthy lifestyle
- Maintain community hubs such as parks, buildings and active spaces for social, healthy interactions



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

How will we make this happen?

- Support a high quality of life for all through human services program delivery
- Provide homelessness prevention programs and support
- Make quality child care available and affordable
- Maintain and expand community paramedicine program
- Support and expand innovative emergency service programs



A Vibrant and Growing Economy



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

How will we make this happen?

- Offer business development programs to support the agricultural, tourism, arts, culture, heritage, small business, manufacturing and innovation sectors
- Explore proactive options to encourage new business, repurpose existing spaces and promote entrepreneurship
- Promote Kawartha Lakes as a tourism destination
- Support downtown revitalization, intensification and beautification
- Complete the Cultural Centre Feasibility Study and assess recommendations for the preferred operating model and site location for a Cultural Centre



2 Encourage sustainable growth and development

How will we make this happen?

- Complete Official Plan, Secondary Plans and Consolidated Zoning By-law
- Update the Growth Management Strategy to plan for population growth, housing, employment needs and critical infrastructure investments
- Streamline the development approvals process



3 Improve and expand critical and transformational infrastructure

How will we make this happen?

- Optimize existing transportation infrastructure (roads, bridges, parking) while adopting and encouraging new transportation support infrastructure (cycling, EV chargers, ride share programs)
- Explore expansion options for public transportation locally, and promote and encourage connections and access to regional public transportation
- Continue to partner and advocate with other service providers to enhance broadband and mobile networks to better connect people
- 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



Good Government



1 Provide innovative and efficient service delivery for better customer experiences

How will we make this happen?

- Improve the customer experience by leveraging digital transformation
- Provide services through integrated Community Hubs
- Promote continuous improvement and innovation to **Make It Better** in all service areas



2 Provide accountable government and responsible management of resources

How will we make this happen?

- Through long-term financial planning, ensure affordable and sustainable service delivery
- Streamline and simplify by-laws, policies and processes
- Establish key performance indicators (KPIs) in all service areas, and indicators to measure progress of the municipality's Strategic Priorities
- Secure and advocate for provincial and federal government funding for municipal infrastructure and service delivery needs, and critical community infrastructure and project investments
- Ensure municipal assets are well maintained and well managed



3 Build a collaborative, supportive, inclusive and equitable community

How will we make this happen?

- Further develop an inclusive and accessible municipal service environment that welcomes and embraces diversity
- Advance reconciliation with First Nations, Inuit and Métis peoples through ongoing and meaningful consultation
- Enhance communications, public education and engagement opportunities
- Enhance accessibility and encourage and support age-friendly and youth-friendly programs and initiatives
- Collaborate with other community builders, partners and institutions



Measurement and Reporting

To fulfill our Guiding Principle to be Open and Transparent, we will measure our efforts and report regularly on the Strategic Plan.

- Annual reporting to the Community through Council
- Scorecards available at www.kawarthalakes.ca

Action Plans

The measurement of more than 200 programs and services cannot be captured in a single plan. In alignment with the Strategic Plan and annual budgeting process, Action Plans will be developed across the Strategic Priority Areas and include specific measures and targets.

Progress Indicators

High level progress indicators have been identified that will be established and monitored throughout the life of the plan, including:

- Customer satisfaction score
- Job growth
- Municipal carbon footprint
- Affordable Housing and Housing Pledge targets
- Municipal Quality of Life indicators
- Economic impact of tourism spending
- Waste diversion rate

Actions, measures and targets may change as we work towards our Vision. Through regular monitoring and reporting we may modify them to ensure we are continuing to progress toward our goals.