

Municipality of Lakeshore – Report to Council

Chief Administrative Officer



To: Mayor & Members of Council
From: Truper McBride, Chief Administrative Officer
Date: July 12, 2023
Subject: 2023 – 2026 Strategic Plan

Recommendation

Support the proposed vision, mission and strategic objectives, as laid out in Appendix A of the 2023-2026 Strategic Plan report presented at the July 18, 2023 Council meeting; and

Direct Administration to finalize the 2023 to 2026 Strategic Plan.

Background

Strategic plans are tools used by municipal governments to identify a desired future state and then develop strategies to arrive there. Accordingly, strategic plans are more than just a list of things to do, they are intended align organizational capacity and work plans through corporate strategy to achieve stated goals in the future.

In March 2023, the Municipality commenced a strategic planning process for the 2023 to 2026 term of office. Once adopted, the Plan will be used by Administration to structure business plans and work programs for Council that will directly inform the annual budget process for the remainder of the term.

Comments

Dr. J.P. Gedeon's report titled 'Lakeshore Strategic Plan – Laying Down the Basics' is attached to this report as Appendix A.

Appendix B – Moving Lakeshore Forward is provided as a visual summary to demonstrate desired outcomes and objectives of the Plan.

Five strategic objectives have been identified. Each strategic objective is supported by a number of activities and projects that will demonstrate action towards Council's vision for Lakeshore as laid out in the Strategic Plan.

Five Strategic Objectives:

1. Building and Stewarding Municipal Infrastructure
 - Asset management planning, stormwater, water/wastewater infrastructure, gravel road conversion.
2. Developing Our Future Communities
 - Wallace Woods Secondary Plan, individual community plans, delivering one park per term.
3. Modernizing and Enhancing Municipal Function
 - Automation of service delivery through technology, risk management framework, records management.
4. Becoming a Leader in Essex County
 - Regional industrial park, business attraction and retention plan, greenhouse business park, corporate branding/communication initiatives to tell Lakeshore's story as an economic leader.
5. Modernizing Citizen-Centered Service
 - Bylaw modernization, adoption of citizen response time levels of service, online service delivery enhancements.

Council is being requested to review the draft Strategic Plan report provided by Dr. Gedeon and consider whether further changes, refinements, additions, or deletions need to be made. Any changes to the draft may be done through Council resolution and Administration will return to the next Council meeting with a revised version containing the requested revisions.

Following Council's review and approval, the draft 2023 – 2026 Strategic Plan will be finalized and graphically designed into a print and web version

After adoption of the Strategic Plan, Administration will develop a multi-year implementation plan that will be brought to Council at a subsequent meeting for review and approval.

Others Consulted

Dr. J.P. Gedeon, Transformative Directions

Financial Impacts

There are no financial impacts associated with this report however there will be budget implications arising from strategic directions adopted by Council.

Attachments

Appendix A – Strategic Plan, Laying Down the Basics

Appendix B – Moving Lakeshore Forward Infographic

Report Approval Details

Document Title:	2023 to 2026 Strategic Plan.docx
Attachments:	- Appendix B Moving Lakeshore Forward.pdf - Appendix A - Lakeshore Strategic Plan - Laying Down the Basics.docx
Final Approval Date:	Jul 13, 2023

This report and all of its attachments were approved and signed as outlined below:

Prepared by Truper McBride

Approved by Justin Rousseau