

## **Connecting Council Strategic Objectives to Organizational Capacity**

### **Strategic Objective One: Building and Stewarding Municipal Infrastructure**

| <b>Initiative</b>  | <b>Deliverability Status</b>   |
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| Asset Management Plan Update                                     | <p>Council has identified an update to the Asset Management Plan as a strategic priority. At the June 27<sup>th</sup> 2023 Regular Meeting, Council approved an Asset Management Strategy for the Municipality and that Administration develop an action plan and funding model to inform future budgets. The Asset Management Strategy has laid out a multi-year approach to enhancing asset management processes.</p> <p>Lakeshore presently does not have a coordinated Asset Management process and is currently managed across two departments, Finance and Operations. The Asset Management Strategy identified a number of gaps and constraints ranging from moderately low confidence in asset datasets, using a short-term planning horizon, improved risk models, and levels of service being limited to regulatory reporting only, meaning many assets are not being included in the asset inventory.</p> <p>Making progress on asset management will require further year over year investment into reserves in order to be fully lifecycling assets. The Asset Management Plan adopted by Council recommends a 3% year over year increase to the levy in order to raise the required funding.</p> |
| Infrastructure Delivery Plan for Water/Wastewater and Stormwater | <p>Administration has been advancing both Phase 2 of the Stormwater Master Plan and the Water Wastewater Master Plan. Both Plans provide a go forward path for the deployment of infrastructure. Upon completion of Phase 2 of the Stormwater Master Plan, Administration will be able to develop a levy to fund future stormwater infrastructure. Currently there is no funding for stormwater infrastructure in reserve.</p> <p>The Water / Wastewater Master Plan is set to be completed in 2024. Where possible Administration will advance infrastructure works concurrently with the work to complete the Plan once projects are identified through the process.</p>   |

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|   | Funding models have not yet been developed to fund the needed infrastructure and will require time and effort from Finance and Operations to develop.   |
| Renew plans to convert gravel roads and establish sustainable funding models to support lifecycling | <p>Administration will continue to develop five year plans to guide the Gravel Roads Conversion Program. Increased year over year funding will be required to be built into annual Budgets to cover the costs for conversion and increased costs to lifecycle converted roads.</p> <p>As more gravel roads are converted, further maintenance and roads operators will be needed to keep up with the growing km's of roadway.</p> |

## Strategic Objective Two: Developing Our Future Communities

| Initiative   | Deliverability Status   |
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| Develop a 25 year Community Plan for all communities | <p>A Community Improvement Plan (CIP) process was identified to be tool for Council to create investment plans for Lakeshore communities. There is currently a CIP for Belle River that will be reviewed through the Belle River Growth Study that Council has recently supported. There is a CIP under development for Lighthouse Cove through the secondary planning process however due to competing priorities, the completion of this Plan has been paused.</p> <p>Administration is developing a Plan to establish an overarching CIP for Lakeshore's communities outside of the urban area and will bring to Council for consideration once finalized.</p> <p>This work is well suited to be managed through an RFP process.</p> |
| Complete Wallace Woods Secondary Plan                | The Wallace Woods Secondary Plan (WWSP) has been under development for more than ten years. The process has suffered from fragmented landownership, lack of resources internally and externally at other agencies to allow for timely coordination, and competing priorities during any given year.   |

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|                                    | <p>WWSP is also requiring an infrastructure solution that is not yet identified through the Water and Wastewater Master Plan.</p> <p>The WWSP is currently being led and funded by a fragmented landowner group who do not all speak with the same voice. As a result of the increasingly urgent need to complete the WWSP to allow for more housing and economic growth, it may be necessary for the Municipality to assume ownership of the WWSP process while charging landowners back through the development process to cover costs of Plan development.</p> <p>Lakeshore does not have any dedicated long range planning resources.</p>  |
| Design and Build One Park per Term | <p>Stoney Point Community Park has been identified as the next park to be designed and delivered. Administration will be revising the five year park plan to follow the new strategic direction from Council and funding models will be established and recommended to Council.</p> <p>Parks remains a chronically underfunded service area. While this is a less aggressive park development program than in the previous term of Council, it will still require increased funding to the Parks Reserve to deliver.</p> <p>As new parks get added, additional parks operator positions will be required. The complexity of park operations and active programming will begin to be increasingly challenging with Parks and Recreation being managed across two different departments.</p> |

### Strategic Objective Three: Modernizing and Enhancing Municipal Functions

| Initiative   | Deliverability Status  |
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| Compile, organize, and index files, records, and data across the Corporation to further evolve evidence-based decision making and increase staff | The Municipality does not operate with any modern records management processes. Records are kept inconsistently across the organization with duplication and lack of rigor which creates significant operational inefficiencies and slow downs when needing to access information. |

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| <p>efficiencies through accessing information</p>   | <p>Investments in DTCS have allowed for the development of a corporate reporting platform with artificial intelligence assistance to increase efficiencies and quality of analysis.</p> <p>A Records Management Review and Update project will be scheduled to commence in 2024 with funding requirements brought to the Draft 2024 Budget discussions. This is anticipated to be a two year project and requires attention of resources across the organization to complete. The benefits and time savings in undertaking this work are significant.</p> <p>The Municipality would benefit from a Records Management Coordinator role to remain current with records management practices.</p>   |
| <p>Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling to inform management of reserves</p>      | <p>Once successfully recruited, the Associate Lawyer position will support the establishment of a risk management framework for the Municipality to support and guide decision making processes.</p> <p>DTCS is reviewing the work order management system along with Operations to improve the accuracy and management of the system. A records management update along with investment into GIS will support achieving this strategic objective.</p> <p>Finance is endeavoring to establish a multi-year budget process that will be introduced to Council through the Draft 2024 Budget discussions. Multi-year budgeting will allow Council and Administration the ability to better understand decisions made in the present with financial impacts in the future.</p> |
| <p>Continue investment in modernized services, including the integration of current best practices and automation, by engaging in service transformation and process mapping.</p> | <p>Considerable work continues to be underway to modernize service delivery in Lakeshore. Investment into DTCS has allowed for ongoing automation of processes and the introduction of technology supports to complete work more efficiently.</p> <p>A Service Delivery Review is about to commence for Planning, Building and Engineering to modernize</p>   |

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|  | <p>development facing services and align to new legislative pressures from Bill 23 and 109.</p> <p>A process mapping exercise will be underway for bylaw and policy development in the fall of 2023 to support Council's direction to modernize and accelerate the delivery of new enforcement and regulatory bylaws.</p> |
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#### Strategic Objective Four: Becoming an Economic Leader in Essex County

| Initiative  | Deliverability Status   |
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| Plan, partner and design a regional industrial park | <p>With high demand for serviced industrial employment land, there is an opportunity to lead and facilitate a regional discussion on the establishment of a regional employment centre along the 401.</p> <p>Significant cost barriers exist to get servicing infrastructure down to the 401. The Water / Wastewater Master Plan will provide an understanding of what size and length of infrastructure will be required.</p> <p>As the assignment of employment lands in Essex County is a function of the upper tier, Lakeshore will benefit from working with our neighbouring municipalities realize a regional industrial park.</p> <p>Facilitation of regional processes and dialogue will be required to help advance this initiative while being closely tied in to the Water Wastewater Master Plan work and review of employment lands within the County's Official Plan review process.</p> |
| Plan and design the Greenhouse Business Park        | <p>In early 2023, Council approved an amendment to the Official Plan (OPA) to establish mandatory setbacks for greenhouses. The County has not yet approved this OPA and remains under review.</p> <p>Being proactive in it's desire to meaningfully regulate greenhouses in Lakeshore, Council awarded the</p>   |

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|  | <p>development of a Greenhouse Business Park Plan work to an external consultant to complete.</p> <p>This project is expected to be completed in 2024.</p>   |
| Create a corporate branding and communication initiative | <p>The creation of a corporate branding and communication initiative is well aligned to Council's Communication and Engagement Master Plan that was completed in 2022. With recent investment into Communications, there are resources in place to complete this work.</p> <p>Communications is currently three levels down in the organization structure. With a growing strategic role for Lakeshore Communications, there is value in considering relocating the Communications function at a higher level in the organization.</p> |

#### Strategic Objective Five: Modernize Citizen-Centred Service

| Initiative  | Deliverability Status  |
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| Conceiving and implementing a plan for resident-service standards | <p>Administration is developing citizen and stakeholder service standards to establish a defined turn around period of all responses from the Municipality. This will be supported with a followup process should dates or tasks not be completed as initially communicated.</p> <p>Significant work will be required to support all areas of the organization being able to meet these new service standards as municipal records, volumes of calls for service from Council and the public, and competing priorities frequently bump work tasks with resources being deployed to matters representing the 'crisis of the week'.</p> <p>Additional resources are required to support Administration in being able to professionally and accurately respond to all communications. The Public Service Unit is well positioned to lead this process with support from DTCS.</p> |

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|   | Administration will be bringing forward a report in the fall on setting these service levels through policy.  |
| Bylaw Modernization   | <p>Council has requested through the CAO workplan that one bylaw per month be brought forward for update or consideration. A report is provided to Council at the Aug 15<sup>th</sup> 2023 Regular Meeting that describes the Accelerated Bylaw Development Program.</p> <p>Bylaw Services current calls for service are 30% higher in 2023 than 2022 and 50% higher since 2021. Bylaw Officers have closed 100 cases in June, an additional 110 cases in July and 43 cases closed in the first 7 days of August. There is currently a further 100 cases open under investigation. There is an average monthly backup of 100 cases in the spring through fall months.</p> <p>As a result of a growing case load, levels of service in Bylaw Services has been reducing. The most cost effective path forward to address reducing service levels is to add a Bylaw Administrative Assistant role to maximize time Bylaw Officers can enforce in the community.</p> |
| Setting policy and standard operating procedures for resident communication and followups | This strategic direction is supported by the development of resident-service standards as described above. A policy and bylaw development service delivery review is underway to create a more efficient and effective path for the organization to create standards.   |