



# Council Strategic Objectives: Implementation

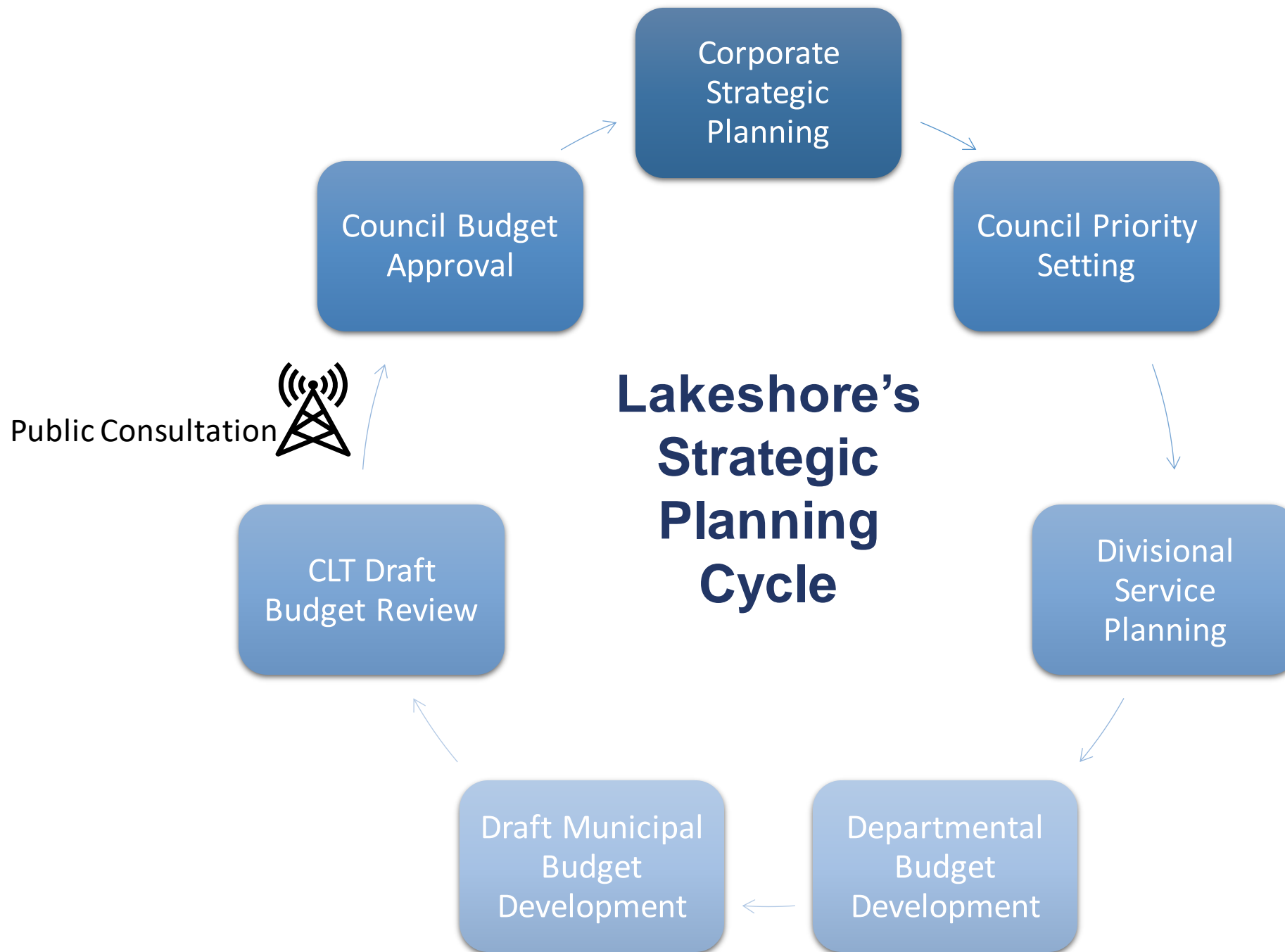
August 15<sup>th</sup>, 2023



# Lakeshore's Strategic Objectives Implementation

## AGENDA

- Strategic Planning
- Background Organizational Reports
- Strategic Planning and Budget
- Organizational Efficiencies Realized
- Implementation of Strategic Objectives





**“If you fail to plan ...  
you plan to fail”**

## **Strategic Planning**

### **Thinking Long Term**

Envisioning the future and setting long-term goals

### **Looking at the Big Picture**

Ensure actions are well-rounded, balancing different needs and objectives

### **Seeing the Connections**

Recognizing interdependencies, identifying potential synergies, optimize resource allocation and minimize unintended negative consequences.

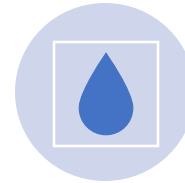
# Investing in our People: Better Services for the People of Lakeshore



Flood Response,  
Mitigation,  
and Protection



Stormwater  
infrastructure planning



Water and wastewater  
system planning and  
operations



Public Service Unit  
providing centralized  
Customer Service



Reduced backlog on  
fire inspections



Improved Bylaw  
Enforcement  
complaint response



Enhanced engineering  
review capacity.



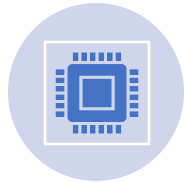
Improved road and  
park maintenance and  
service requests.

Continued - next slide...

# Investing in our People: Better Services for the People of Lakeshore



Enhanced economic development coordination.



Improved planning application processing.



Internal legal services coordination.



Continuing digital transformation.



Long-term financial planning.



Strengthened communications and media.



Updated payroll system.



Cybersecurity and disaster recovery.

# Organizational Efficiencies through Digital Transformation Investment

## **TalkDesk**

Customer Service and  
Internal coordination

## **Contract Management Software**

Reduced paper and more  
efficient processing

## **Cloud Permit**

Automations to  
Building/Planning/Bylaw

## **Dayforce**

Automations to Payroll,  
Training and  
Development

## **Cloud Services**

Third party hosting and  
reduced life cycle costs

## **Qualtrix**

Communication /  
Engagement Database

## **Cyber Security**

Downward pressure on  
insurance premiums,  
third party supported

## **Focused application support**

Addressed inefficiencies  
with incomplete  
deployments

## **Planned further cost saving initiatives**

- Records Management
- Asset Management
- Financial Planning and Analysis
- Enhancements to work order process
- Customer Relations Management
- Service Delivery Reviews and Process Mapping



# Strategic Planning Framework



# 1 BUILDING AND STEWARDING MUNICIPAL INFRASTRUCTURE

Initiatives	Deliverability Status	Catalysts and Opportunities
Asset Management Plan	<ul style="list-style-type: none"> <li>Asset Management Strategy Adopted</li> <li>Requires dedicated year over year funding investments</li> <li>Legislative Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Dedicated asset management support</li> </ul>
Infrastructure Delivery Plan	<ul style="list-style-type: none"> <li>Water Wastewater Master Plan underway</li> <li>ETA Q2 2024</li> <li>Requires Funding model development</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Concurrent Projects</li> <li>Opportunity: Stormwater levy</li> <li>Opportunity: Regional Servicing</li> <li>Expedited Infrastructure Delivery may require rapid action team</li> <li>Opportunity: Public private partnerships</li> </ul>
Gravel Road Conversion	<ul style="list-style-type: none"> <li>Five Year Gravel Road Plan – being implemented</li> <li>Will require additional dollars through asset management planning to maintain and lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Program in place and operating</li> </ul>

# 2 DEVELOPING OUR FUTURE COMMUNITIES

Initiatives	Deliverability Status	Catalysts and Opportunities
25 Year Plans for all Communities	<ul style="list-style-type: none"><li>• Global CIP for all Lakeshore</li><li>• CIP under development for Lighthouse Cove</li><li>• Belle River Growth Plan</li></ul>	<ul style="list-style-type: none"><li>• Opportunity – long range planning support</li></ul>
Wallace Woods Secondary Plan	<ul style="list-style-type: none"><li>• Under development for over 15 years</li><li>• Lack of dedicated resources</li><li>• Infrastructure solution informed by WWMP</li></ul>	<ul style="list-style-type: none"><li>• Opportunity: long range planning support</li><li>• Opportunity: Public private partnerships for infrastructure delivery</li></ul>
Design and Build One Park per term	<ul style="list-style-type: none"><li>• Stoney Point Community Park</li><li>• Concept planning being completed</li><li>• Revise Five Year Parks Plan</li></ul>	<ul style="list-style-type: none"><li>• Develop sustainable funding model</li><li>• Addition of new parks require additional resources to maintain</li></ul>

# 3 MODERNIZING AND ENHANCING MUNICIPAL FUNCTIONS

Initiatives	Deliverability Status	Catalysts and Opportunities
Compile, organize, and index files, records, and data across the Corporation	<ul style="list-style-type: none"> <li>Currently not operating with any modern records management process</li> <li>Inconsistently kept with duplication</li> <li>Recommended Records Management Review process to start in 2024</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Records management software</li> <li>Opportunity: Dedicated Records Management support</li> </ul>
Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling	<ul style="list-style-type: none"> <li>Recruiting for Corporate Leader underway</li> <li>Subsequent recruitment for Associate Lawyer to support risk mgmt. framework</li> <li>Multi-year budgets being developed for Draft 2024</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Records management software</li> <li>Opportunity: Dedicated Records Management support</li> <li>Opportunity: Modern financial planning/budget software</li> </ul>
Continue investment in modernized services (including the integration of current best practices and automation, by engaging in service transformation and process mapping)	<ul style="list-style-type: none"> <li>Considerable work already underway through Digital Modernization Strategy</li> <li>Service Delivery Review for development facing services</li> <li>Process mapping</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Automation of Processes enhance efficiency</li> <li>Alignment with legislation</li> </ul>

# 4 BECOMING AN ECONOMIC LEADER IN ESSEX COUNTY

Initiatives	Deliverability Status	Catalysts and Opportunities
Plan, partner and design a regional industrial park	<ul style="list-style-type: none"><li>• Presumed high demand for serviced industrial</li><li>• Water/Wastewater Master Plan in progress</li><li>• Cost barriers to infrastructure deployment to 401</li><li>• Regional collaboration needed</li></ul>	<ul style="list-style-type: none"><li>• Opportunity: Evolve intergovernmental affairs function in CAO Office with existing resources</li></ul>
Plan and design the Greenhouse Business Park	<ul style="list-style-type: none"><li>• Council approved OPA amendment (not yet County approved)</li><li>• Greenhouse Business Park Plan underway</li><li>• Completion in 2024, no dedicated resource</li></ul>	<ul style="list-style-type: none"><li>• Opportunity: Investment in long range planning</li></ul>
Create a corporate branding and communication initiative	<ul style="list-style-type: none"><li>• Corporate brand guidelines adopted by Council in 2017</li><li>• Lakeshore Communications and Engagement Master Plan approved by Council in 2022</li><li>• Corporate branding strategy to implement</li></ul>	<ul style="list-style-type: none"><li>• Streamline communication efforts</li><li>• Opportunity: Relocation for the Communications function to sit at a higher level</li></ul>

# 5 MODERNIZE CITIZEN-CENTRED SERVICE

Initiatives	Deliverability Status	Catalysts and Opportunities
Resident-Service Standards Plan	<ul style="list-style-type: none"> <li>Developing draft Five Day Service Standards and Policy</li> <li>Follow-ups will require resources</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Public Service resource investment depending on desired level of service</li> <li>Opportunity: Customer Relations Management Software</li> </ul>
Bylaw Modernization	<ul style="list-style-type: none"> <li>Council requested one bylaw per month for approval</li> <li>Process Mapping underway for bylaw development</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Dedicated By-law Admin Assist</li> </ul>
Setting policy and standard operating procedures for resident communication and follow-ups	<ul style="list-style-type: none"> <li>Developing draft Five Day Service Standards and Policy</li> <li>Follow-ups will require resources</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity: Public Service resource investment depending on desired level of service</li> <li>Opportunity: Customer Relations Management Software</li> </ul>

## Putting Gas In the Tank

### Corporate Opportunities

## Seeing the Connections: Alignment of Opportunities

1. New Department for safety, parks, and recreation, offloading overloaded units.
2. Support for regional industrial park discussions and shared services.
3. Investment in Public Service Unit for customer excellence.
4. Strategic move of Communications function.
5. Ongoing DTCS investment for efficiency.
6. Funds for labor, development, and safety.
7. Alignment of By-law and Legal Services for enforcement.
8. Explore grants for Asset Management role and performance alignment with long-term planning.