

# The Corporation of the Town of Lakeshore

## Report to Council

### Chief Administrative Officer



**To:** Mayor & Members of Council

**From:** Truper McBride, Chief Administrative Officer

**Date:** May 25, 2020

**Subject:** 2019 – 2022 Strategic Plan Update

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### Recommendation

Administration revise the 2019 – 2022 Strategic Plan as identified in the report entitled, *2019-2022 Strategic Plan Update*, presented at the June 9, 2020 Council meeting.

### Background

Ted Vokes of E.M. Vokes & Associates held individual interviews with members of Council March 30 to April 2, 2020. The consultant asked Council if the current strategic plan still reflects their priorities due to changes in economic constraints and what specific outcomes they envision from the strategic planning session.

The Strategic Planning Session for Council and Administration was held remotely at a Special Meeting of Council May 7, 2020. The intent of this session was to review the existing Strategic Plan, review progress through reporting from Administration, and then consider whether any changes or revisions were required to the Plan as we move into our second year of implementation.

The goal of this session was to review the progress indicators in the plan to ensure they demonstrate a movement towards achieving each of the five priorities listed below:

1. Sustainable Community Development
2. Roads and Infrastructure
3. Shoreline Protection and Community Resiliency
4. Financial Sustainability
5. Organizational Excellence

## Comments

Each member of Council was asked to participate in a doodle poll and choose their top 5 priorities from the 2019 – 2022 Strategic Plan Initiatives and to include any additional priorities that are of importance to them that are not included in the plan.

Seven out of eight members of Council responded to the Doodle poll. Council provided their comments and observations regarding their top 5 Strategic Initiatives.

Council's priority ranking to their top Strategic Initiatives in descending order were as follows:

1. Develop an on-going roads program
2. Shoreline Management Plan
3. Community Improvement Plans for existing communities
4. Wallace Woods Secondary Plan
5. Lighthouse Cove Secondary Plan
6. Climate Adaptation Strategy
7. Multi-year Budgeting Process
8. Reserve Benchmarking Indicators to accompany budget/variance meetings
9. Regional leadership with the County Official Plan
10. ATC Park Plan/Implementation
11. West Beach/Marina/Lakeview Park Plan/Implementation
12. Develop a new Transportation Master Plan
13. Organizational Review
14. Customer Service Standards
15. Update to the Economic Development Strategy
16. Succession Plan for staff

Council received updates from Administration at the May 7<sup>th</sup> Strategic Planning Session and discussed its priorities.

Progress Indicators are one of the three elements of the Strategic Plan and are a means by which Council and Administration can review progress on identified Strategic Directions. Often the Progress Indicators are priority projects that will demonstrate action towards Council's future vision for Lakeshore.

The Chief Administrative Officer provided new timelines for the Progress Indicators in his presentation to Council which indicated delays were being realized on a number of projects due to overall workloads which have been compounded over the last two months as a result of the COVID-19 pandemic. The revisions to the Strategic Plan shown below highlight these changes under the 'revised progress indicator' heading.

<b>Guiding Theme: Sustainable Community Development</b> The Town of Lakeshore supports and encourages complete community development that balances economic, social, and environmental considerations.			
<b>Strategic Directions:</b>		<b>Progress Indicators</b>	<b>Revised Progress Indicator</b>
2.1	Promote Lakeshore as the premier place to live work and play in southern Ontario.	Draft Wallace Woods Secondary Plan 2020  ATC Park Master Plan 2020	Draft Wallace Woods Secondary Plan 2020 presented to Council ATC Park Master Plan 2020
2.2	Develop area-specific community plans (to include CIP's) that addresses and enhances the local character and identity of Lakeshore's communities.	Lighthouse Cove Community Plan 2020  Community Improvement plans for existing communities 2021	Draft Lighthouse Cove Community Plan 2020 Community Improvement plans for existing communities 2021
2.3	Leverage the lake as a community amenity which includes clean-up and improved access.	West Beach/Marina/Lakeview Park Plan with detailed design and phase 1 construction in 2021	West Beach/Marina/Lakeview Park Plan with detailed design and phase 1 construction in 2021
2.4	Encourage Economic Development and Tourism	Update the Town of Lakeshore Economic Development Strategy 2022	Update the Town of Lakeshore Economic Development Strategy 2021

### **Guiding Theme: Roads and Infrastructure Investment**

The Town of Lakeshore is committed to investing in roads and infrastructure, supported by an asset management plan, to keep people moving and the municipality running.

<b>Strategic Directions:</b>		<b>Progress Indicators</b>	<b>Revised Progress Indicator</b>
1.1	Maintain and upgrade roads.	Develop an ongoing 5 Year Roads Program 2020 Ongoing yearly implementation of 5 Year Roads Program	No change
1.2	Improve water and wastewater systems in particular in rural areas (i.e. Lighthouse Cove).	Implement recommendations of the Lighthouse Cove Secondary Plan 2020	Implementation of recommendations from the Lighthouse Cove Secondary Plan 2022
1.3	Support the efficient movement of people and strategic movement of goods throughout Lakeshore.	Develop new Transportation Master Plan in 2021 to be completed in 2022.	Develop new Transportation Master Plan in 2022 to be completed in 2023.

### Guiding Theme: Shoreline Protection and Community Resiliency

The Town of Lakeshore will respect the ecological integrity of Lake St. Clair and our riparian environments. As temperatures, rain patterns, and water levels continue to fluctuate, Lakeshore will invest in the long term resiliency of our communities.

Strategic Directions:		Progress Indicators	Revised Progress Indicator
3.1	Ensure the long term resiliency of Lakeshore communities	Shoreline Management Plan complete in 2020	No Change
3.2	Ensure the resiliency of Town assets and services in the face of fluctuating water levels and weather patterns	Develop Lakeshore Climate Adaptation Strategy 2022	No Change

### Guiding Theme: Financial Sustainability

The Town of Lakeshore is a fiscally responsible corporation that respects the tax dollars of our citizens. The Town supports the development of savings through reserves to reduce long term reliance on debt.

Strategic Directions:		Progress Indicators	Revised Progress Indicator
4.1	Manage sustainable increases to the tax rate to support changing community expectations and service levels	Undertake Service Level Review in 2019	No Change
		Establish an Investment Policy for monies in Reserve Accounts	No Change
		Establish multi-year budgeting process	Establish multi-year budgeting process 2022
		Establish 10 year capital plan	No Change
4.2	Support future needs through well-funded and healthy reserves	Develop reserve benchmarking indicators to accompany budget and variance meetings	No Change

<b>Guiding Theme: Organizational Excellence</b> The Corporation of the Town of Lakeshore is a dynamic organization and employer of choice that encourages continuous improvement, innovation, and accountability from our employees.			
<b>Strategic Directions:</b>		<b>Draft Progress Indicators</b>	<b>Revised Progress Indicator</b>
5.1	Align service delivery with community expectations	Undertake Service Delivery Review 2020  Organizational Review to align levels of service with staffing requirements 2020  Undertake statistically accurate Community Survey to receive resident feedback on quality of life and service level expectations	No Change  No Change  Complete
5.2	Enhance internal and external communications	Establish Customer Service Standards	No Change
5.3	Adopt a leadership role within the Essex Region	Regional Leadership with the County Official Plan	No Change
5.4	Support succession planning and training for staff.	Succession Plan for staff 2022  Leadership training program review in 2021, adoption in 2022	Succession Plan for staff 2023  Leadership training program review in 2021, adoption in 2022

Each year, a review of the strategic priorities and progress indicators will be undertaken to ensure they continue to align with Council's strategic goals. For 2021, financial implications will be identified to Council as part of the Budget Process. With the introduction of multi-year budgets in 2022, Administration will begin to provide financial updates and forecasting to Council as part of the strategic planning process.

The Senior Management Team will continue to measure, evaluate and report the results and determine the success of the municipality based on the vision and mission values.

### **Financial Impacts**

There are no immediate impacts, but financial implications will be identified in the draft 2021 Budget.

**Attachment(s):** N/A

### **Report Approval Details**

Document Title:	2019 - 2022 Strategic Plan Update.docx
Attachments:	
Final Approval Date:	Jun 3, 2020

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

Rosanna Pellerito

Kristen Newman