

Municipality of Lakeshore

Strategic Objectives

2022 - 2026



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Mayor's Address



Tracey Bailey
Municipality of Lakeshore Mayor

Strategic Objectives

- **Building and Stewarding Municipal Infrastructure**
- **Developing Our Future Communities**
- **Modernizing and Enhancing Municipal Function**
- **Becoming an Economic Leader in Essex County**
- **Modernizing Citizen-Centered Service**

As the Mayor of Lakeshore, I am incredibly proud of the strategic objectives that have been laid out for our municipality. These objectives represent a bold vision for our future and a clear roadmap to move our communities and the entire municipality forward. Each strategic objective is carefully designed to address key areas of focus and align with our overarching goal of creating a thriving and sustainable place for our residents to live, work and play.

Building and stewarding municipal infrastructure is crucial for the long-term development and maintenance of our Municipality. Through effective asset management planning, we will ensure the optimal utilization and preservation of our infrastructure assets, including stormwater and water/wastewater systems. Additionally, our commitment to gravel road conversion will significantly improve transportation infrastructure for our residents and attract businesses seeking a well-developed and connected location. By focusing on these infrastructure initiatives, we will lay the foundation for sustainable growth and development in Lakeshore.

Developing our future communities is another key strategic objective that emphasizes the importance of thoughtful and well-planned urban development. With the implementation of the Wallace Woods Secondary Plan and individual community plans, we will create vibrant and sustainable neighborhoods that meet the evolving needs of our residents. Moreover, our dedication to delivering one park per term will enhance recreational spaces, foster a sense of community, and improve the overall well-being of our residents. These community development initiatives will shape the future of Lakeshore, ensuring that it remains an attractive and desirable place to live and work.

Modernizing and enhancing our municipal function is a crucial objective that speaks to our dedication to effective governance and transparency. By embracing technology and automation, we streamline our operations and reduce administrative barriers allowing us to respond promptly to our residents' needs. As a municipality, it is essential that we continuously evolve and adapt to meet the changing needs of our residents.

Becoming a leader in Essex County is an ambitious vision that positions Lakeshore at the forefront of economic growth and innovation. Establishing industrial and greenhouse business parks, coupled with our business attraction and retention plan, creates an environment that attracts investment and supports local businesses. By branding Lakeshore as an economic leader, we showcase our potential and invite collaboration and growth. These initiatives strengthen our economic foundation and offer promising opportunities for our residents to thrive in a thriving business ecosystem.

Modernizing citizen-centered service is deeply aligned with my own vision as Mayor. Our residents are the heart of our municipality, and their satisfaction and well-being are vital. Modernizing our bylaws, adopting citizen response time levels of service and enhancing online service delivery ensures that our residents receive a seamless and user-friendly experience when engaging with the municipality. By actively listening to our residents, addressing their needs, and valuing their feedback we strengthen the bond between our residents and the Municipality.

In conclusion, these strategic objectives represent our commitment to building a brighter future for Lakeshore. With determination, collaboration, and support from our residents, I am confident that we will achieve these objectives and make Lakeshore a municipality that sets the standard for excellence in our region. Together, we will build a stronger and more vibrant Lakeshore for generations to come.

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Mayor Tracey Bailey

CAO's Address



Truper McBride
Chief Administrative Office

Lakeshore Council has laid out a clear, compelling and transformational agenda for the 2022-2026 term of office. Lakeshore Administration is ready and eager to get to work implementing and delivering Council's vision of our municipality.

Lakeshore is blessed to have such a talented and diverse workforce, worthy of our diverse and unique Lakeshore communities to which we are all invested in and support. Our communities deserve the very best municipal services provided with consistency, reliability, and determination.

These Strategic Objectives will guide our work over the course of this term of office. They provide clarity with respect to priorities of Council and guide each decision we make about investments in infrastructure and service delivery. Over the coming weeks, months, and years you will see our communities take shape in alignment with these objectives.

Our commitment to modernizing citizen-centered service will elevate the overall resident experience. By modernizing bylaws, adopting response time levels of service and enhancing online service delivery we prioritize the needs and expectations of our residents. This citizen-centric approach will create a strong sense of satisfaction and trust in our organization, promoting active community engagement and positive feedback.

In conclusion, these strategic objectives form a cohesive and forward-looking approach that will move our organization forward. The achievement of our strategic objectives relies on a collaborative and determined effort from all levels of our organization. Lakeshore Administration is committed to engaging proactively with our community and stakeholders to move the organization forward in achieving the strategic objectives. By leveraging our expertise, embracing innovation and encouraging partnerships we will work diligently to build and steward our municipal infrastructure, develop vibrant communities, modernize our municipal function, become an economic leader and enhance citizen-centered service.

As Lakeshore's journey continues, we invite our citizens, stakeholders, and neighbours to learn about and participate in the grand underaking of building the best possible version of Lakeshore. We are stronger and better together.

Truper McBride



Introduction



Lakeshore has emerged as a beacon of promise, a place where the past meets the present, and the seeds of a promising future are sown.

Council and staff of the Municipality of Lakeshore are pleased to present this strategic outlook document, which represents the culmination of intensive work and planning undertaken on behalf of our valued residents, as we look toward 2026. This plan directs us to look ahead, towards a future that reflects both our rich history and our ambitious aspirations. With deep historical roots dating back to early settlement days, Lakeshore stands as a testament to the strength, determination, and collaborative spirit of our communities. From humble beginnings to the vibrant and thriving municipality it is today; Lakeshore has journeyed through time with unwavering pride in its identity.

As we navigate our modern landscape, Lakeshore's story continues to be one of growth and progress. Our communities have flourished, embracing change and innovation while preserving the natural beauty that surrounds us in our rural landscape. With each passing year, Lakeshore has emerged as a beacon of promise, a place where the past meets the present, and the seeds of a promising future are sown. As we stand at the threshold of a new era, we acknowledge the transformative challenges that the global pandemic has brought to the forefront, reshaping our priorities and compelling us to forge a path forward that is resilient, adaptive, and community centric. In this strategic outlook document, we lay the foundation for Lakeshore's continued success, drawing on our collective strengths to address the unique challenges and opportunities that lie ahead.

The Process

In the pursuit of a path forward, our journey in crafting Lakeshore's strategic outlook has been comprehensive. With a commitment to inclusivity, we were dedicated to a meticulous process that embraces the diverse needs and aspirations of Lakeshore residents. Through open forums, surveys, and heartfelt conversations with Council and administration, we engaged in a dialogue that unearthed the essence of our communities' hopes and dreams.

Guided by a pursuit of the common good, we embarked on the task of prioritizing strategic needs, ensuring that every decision serves the greater benefit of citizens. As we delved into this endeavour, we held steadfast in our resolve to honour the unique identities of Lakeshore's distinct communities. During multi-day intensive meetings ideas flowed freely, and constructive debates fueled creativity and progress.

As such, we forged a collective vision that captures the essence of Lakeshore's potential. Informed by these exchanges, we have refined our priorities, calibrating them within the parameters of our current financial realities. As our journey culminated, we put together a comprehensive implementation plan that will illuminate our municipal path well into 2026. With confidence in the strength of our collective will and capacities, Lakeshore's strategic outlook stands as a beacon, guiding us toward a future where our communities' tapestries are woven with resilience, innovation, and the unbreakable threads of unity.

While our communities are distinct, our strength is in our unity.

Together we are Lakeshore.

Where We're Going:

In the heart of Lakeshore's identity stands a tapestry of unity and diversity, resilience and growth. As we look to the future, our commitment to preserving and enhancing the unique vibrancy of our communities is unwavering. From the tranquility of lakeside neighbourhoods and rural areas to the excitement of our urbanized regions, we celebrate the rich mosaic of identities that define us. In this diversity, we find not just our history, but the canvas upon which we paint a future.

Guided by a belief in our collective potential, we stride forward with resolute intentionality. With every decision, we shape not only our present but the legacy that we pass to future generations. By fostering partnerships, embracing collaboration, and sharing the fruits of our progress, we hold not just the promise of a thriving Lakeshore, but the power to make change throughout the region.

What We Do and For Whom?

Our Strategic Outlook is centered on our commitment to fostering thriving communities. Guided by this ethic, we dedicate our actions in the coming years to promoting civic communication and engagement that transcend boundaries, creating a platform for the voices of Lakeshore's residents to be heard and valued. We recognize that our residents are not just inhabitants but lie at the core of our municipality. As stewards of progress, we are steadfast in our pursuit to facilitate and enhance service delivery, ensuring that every action we take resonates with the needs and aspirations of those we serve. In all we do, the vital importance of Lakeshore's residents remains our guiding light toward a future where collaboration, innovation, and shared purpose converge to uplift our communities to new heights.

Our Strategic Objectives

At the heart of our roadmap for progress in Lakeshore lies the fundamental concept of strategic objectives—these are the guiding aims that serve as our compass, charting the direction for our community’s growth between now and 2026. Our strategic objectives are not merely aspirations; they are the crystallization of our collective intentionality, forged through dialogue and consensus. Each objective acts to direct our efforts toward meaningful change. The actions listed under each objective are more than simple tasks; rather, they are concrete measures of completion, ensuring that our intentions take tangible shape and our commitments blossom into impactful outcomes.

The list of Strategic Objectives (in order of relative importance) are as follows:

1. Building and Stewarding Municipal Infrastructure
2. Developing Our Future Communities
3. Modernizing and Enhancing Municipal Function
4. Becoming an Economic Leader in Essex County
5. Modernizing Resident-Centered Service

Our strategic objectives are not merely aspirations; they are the crystallization of our collective intentionality



Strategic Objectives



Objective #1

Building and Stewarding Municipal Infrastructure

The core of Lakeshore's Strategic Outlook is the crucial task of Building and Stewarding Municipal Infrastructure. Infrastructure, encompassing the physical framework that supports our community's functions, is the bedrock upon which our communities can further prosper. Infrastructure includes the roads we traverse, the utilities that power our lives, the water we drink, and all the other systems that facilitate our daily living.

Recognizing its paramount importance, we embark on a journey to maintain and repair older as well as construct new infrastructure that not only accommodates our present needs but moves us toward a future of sustained growth. As we tread this path, we commit to using our available resources with careful intent, shaping supportive services that harmonize with the Lakeshore of tomorrow, and laying the groundwork for future generations.

Completion measures to be undertaken in the pursuit of Building and Stewarding Infrastructure include the following:

1. Update Asset Management Plan including management of current core infrastructure:

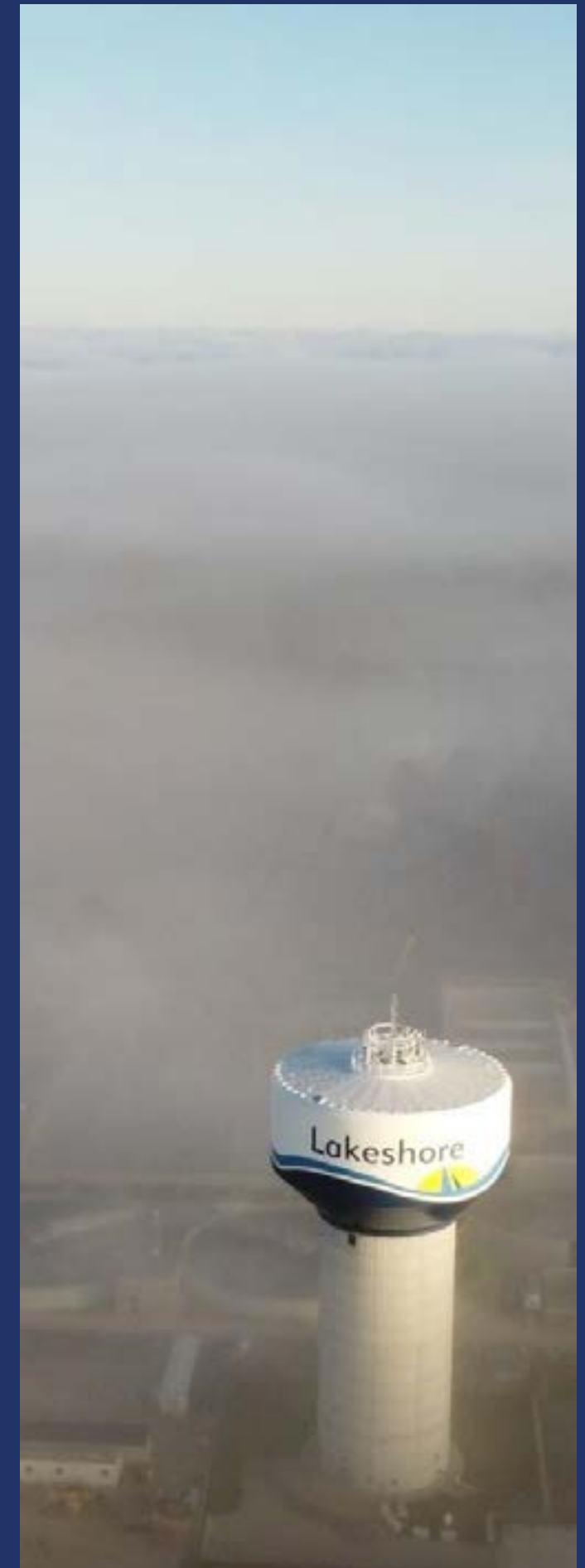
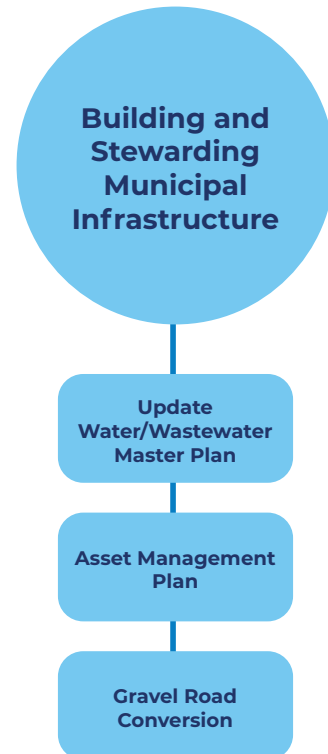
Creating a comprehensive municipal asset management plan is vital to ensure the efficient utilization, maintenance, and longevity of essential infrastructure and resources, fostering a resilient foundation for the sustainable growth and development of our community.

2. Develop Phase 2 Stormwater Master Plan, including setting of stormwater levy:

Developing a municipal storm and wastewater master plan is crucial to safeguard our environment, protect public health, and ensure the effective management and distribution of water resources, promoting a sustainable and thriving future for Lakeshore and its residents.

3. Identify gravel roads for conversion and set a plan to execute:

Converting gravel roads to tar and chip is essential for optimizing municipal functionality and driving economic growth by enhancing transportation efficiency, reducing maintenance costs, and attracting new investments that can flourish in a modernized infrastructure landscape.



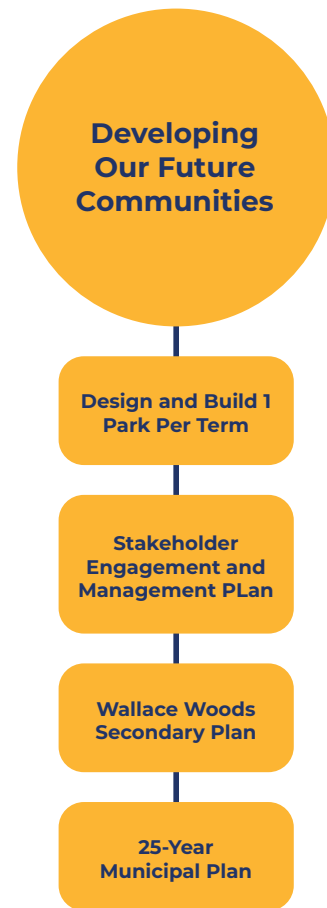
Objective #2

Developing our Future Community

In our municipality's evolution, forward-thinking planning emerges as an indispensable action. Intentional preparation for the unfolding chapters of our community's narrative is paramount, as we strive to build a future that not only addresses the needs of tomorrow but also nurtures the diverse essence of today. As we work to create the Lakeshore we envision, we recognize the unique identities woven within our midst—distinct communities that breathe life into our municipality's identity. Guided by this understanding, we embark on a journey to develop our future with a balance that safeguards and champions these unique identities, ensuring that as we progress, we unwaveringly foster resilience and unity.

Completion measures to be undertaken in the pursuit of Developing our Future Community include the following:

- 1. Develop a 25-year Municipal Master Plan for all communities/regions:**
Creating and adhering to a community master plan is pivotal in guiding a municipality's growth and development with a unified vision, fostering sustainable progress, optimal resource allocation, and a resilient foundation for a thriving and harmonious future.
- 2. Develop Wallace Woods secondary plan:**
Wallace Woods represents Lakeshore's opportunity for new holistically planned community growth. Once the Wallace Woods Secondary Plan is adopted by Council and approved by the County, funding models will be developed to deliver the necessary infrastructure to keep Lakeshore growing.



- 3. Create a stakeholder engagement and management plan:**
Crafting a stakeholder management plan is crucial as it systematically identifies key individuals and groups with vested interests in our initiatives, guiding meaningful engagement that ensures we address concerns, gather insights, and build collaborations aligned with our objectives, fostering transparency, support, and successful outcomes.
- 4. Design and build one park per term:**
Building parks is crucial for Lakeshore to enhance public spaces, promote community well-being, and provide recreational opportunities that contribute to a higher quality of life for our residents.

Objective #3

Modernizing and Enhancing Municipal Function

In an era of dynamic change and evolving needs, the imperative to modernize and enhance municipal organizational capacity stands as a cornerstone for delivering effective and efficient services to residents and stakeholders alike. This process not only empowers Lakeshore's government to respond adeptly to the challenges of the present but also lays the foundation for a future where innovation, collaboration, and streamlined processes ensure that the community's needs are met with excellence and foresight. As we embark on this transformative journey, we recognize that a robust organizational framework is not only instrumental in meeting the demands of today but also in charting a path towards a more resilient, responsive, and interconnected municipality in the future.

Completion measures to be undertaken in the pursuit of Modernizing and Enhancing Municipal Function include the following:

- 1. Organize, store and index municipal data to further evidence-based decision-making:**
Implementing a comprehensive records management system is essential for efficiently storing and organizing information, facilitating informed decision-making by enabling timely access to accurate data and insights.



- 2. Develop and implement a future-focused business operating model:**
An efficient and functioning business operating model is vital as it integrates protocols for managing financial reserves, workflow management solutions, and risk assessment/mitigation strategies, ensuring seamless operations, financial stability, and strategic resilience in the face of uncertainties.
- 3. Right-sizing municipal responsibilities:**
Achieving proper scaling of business functions is a pivotal endeavour that entails conducting a comprehensive core service review, aligning corporate structures and staffing levels, crafting a digital transformation plan, and establishing a Council Accountability framework, collectively guiding our organization towards efficiency, adaptability, and sustainable growth.

Objective #4

Becoming an Economic Leader in Essex County

Economic development stands as a linchpin in Lakeshore's prosperity, serving as a catalyst for progress by attracting businesses, fostering investment, and generating employment opportunities. Beyond mere financial gains, strategic economic initiatives contribute to the cultivation of a recognizable and appealing corporate brand that not only amplifies local influence within Essex County but also fuels a cycle of growth, innovation, and community enrichment.

Completion measures to be undertaken in the pursuit of becoming an Economic Leader in Essex County include the following (in order of relative importance):

- 1. Plan and design a regional industrial park:**
A regional business park offers a strategic platform to attract diverse industries, generate employment opportunities, and establish Lakeshore as a hub of innovation and commerce within the broader County of Essex.
- 2. Develop a Business Attraction and Retention Plan:**
Developing a business attraction and retention plan is vital to Lakeshore as it strategically and intentionally strengthens the local business ecosystem and enhances the overall vitality and resilience of the municipality.



- 3. Plan and design the Greenhouse Business Park:**
The Greenhouse Business Park is Council's proactive vision for regulating and properly planning future greenhouse activity in Lakeshore. The development of this Plan will ensure that when greenhouses do arrive in Lakeshore, that we continue to respect the integrity of the rural landscape by directing development away from our communities.
- 4. Create a corporate branding and communication initiative (to boldly tell our story):**
Fostering a corporate brand not only shapes compelling narratives that resonate with residents and visitors but also acts as a magnetic force in business attraction, projecting a cohesive identity that highlights Lakeshore's strengths and unique attributes, thus enhancing our reputation, appeal, and general influence.

Objective #5

Modernizing Resident-Centered Service

At the heart of a thriving municipality lies the commitment to resident-centered service, a cornerstone that drives the delivery of efficient, accessible, and responsive solutions. As communities grow and evolve, the significance of modernizing technology and establishing forward-looking service standards becomes increasingly pronounced. By placing residents at the forefront of our initiatives, we not only enhance engagement but also cultivate an environment where innovation flourishes, needs are met with precision, and a shared vision for the future is realized.

Completion measures to be undertaken in the pursuit of Modernizing Resident-Centered Service include the following (in order of relative importance):

- 1. Undertaking a calendar of By-Law Modernization:**
The modernization of Lakeshore's by-laws encompasses the implementation of updated regulations and innovative enforcement strategies to ensure a harmonious balance between evolving societal needs and regulatory frameworks.
- 2. Conceiving and implementing a plan for resident-service standards:**
Establishing resident-focused service standards is crucial to ensure seamless interactions between Lakeshore's municipal government and its valued citizens, utilizing IT solutions, apps, and portals, streamlined phone protocols, virtual enablement, and user-friendly self-serve portals, all while optimizing staffing levels.



- 3. Setting standards and standard operating procedures for resident communication regarding the actions of Council:**
Setting resident-focused service standards is essential to foster exceptional interactions through the utilization of cutting-edge IT solutions, user-friendly self-serve portals, refined and consistent phone protocols, corporate virtual enablement, and optimal staffing levels, all underpinned by seamless, open communication that ensures a transparent relationship between Lakeshore and its residents.

Conclusion

As we look to 2026, the Municipality of Lakeshore is committed to weaving a future where planning, infrastructure, and resident-centric services converge. As we stride forward, emboldened by a strategic outlook that honours our unique communities, we recognize that our journey requires transformation at many turns. From the modernization of by-laws to the creation of stakeholder management plans, our continued commitment to excellence permeates every facet of our projected evolution. With unwavering determination, we embrace the challenge of enhancing organizational capacity and fostering economic growth that will resonate across Essex County. Guided by resident-focused service standards and fortified by a recognizable corporate brand, Lakeshore will rise as a beacon of unity, diversity, innovation, and prosperity.



TOGETHER WE ARE
Lakeshore



