

**REPORT**

TO: MAYOR AND MEMBERS OF COUNCIL  
FROM: WILLIAM J. MARCK  
CHIEF ADMINISTRATIVE OFFICER  
DATE: MARCH 1, 2013  
RE: AMENDED STRATEGIC PLAN

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**AIM:**

To request Council confirm an amendment to the Strategic Plan for the Corporation of the Municipality of Leamington as a result of the strategic planning session held Saturday, January 19, 2013.

**BACKGROUND:**

Leamington Council held a strategic planning session March 9-11, 2011. The Strategic Plan developed at the session was adopted at the Council meeting of May 9, 2011.

The Strategic Plan contains the Municipality's mission statement and establishes the strategic direction of the Corporation over the next four years.

At the 2011 strategic planning event, priorities were established and activities agreed to. The plan would assist in reaching the strategic priorities identified by council and senior administration. The activities outlined in the Strategic Plan are incorporated into staff work plans and budget documents.

Each year, the CAO prepares a report for Council's review in regard to the status of the strategies outlined in the plan. A report was presented to Council in October 2012 identifying the following seven (7) priority actions:

1. Complete the financial plan;
2. Actively pursue senior government ongoing flexible funding programs;
3. Continue with sewer replacement program;
4. Implement the Community Improvement Program (CIP) for the uptown core;
5. Develop a succession plan to attract and retain quality employees;
6. Lobby senior governments for shoreline stabilization assistance;
7. Identify mechanisms to raise the profile of Leamington.

In the fall of 2012, members of Council requested a further strategic planning session be scheduled to allow Council to confirm or amend the plan. The 2011 session was held shortly after the municipal election and four (4) of the seven (7) Leamington Council members were new to municipal business. Therefore, it was felt that new Council members are more familiar with municipal business, and that the strategic plan be revisited.

**COMMENTS:**

On January 19, 2013, Council and senior administration met to review the priorities established during the 2011 strategic planning session. The 2013 session was designed to allow for participants to review priority lists, discuss proposed changes and to finalize or amend a priority list and develop activities which would assist with achieving the priorities agreed to.

## CAO 03/13 - Amended Strategic Plan

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During the morning session, Council and administration broke into work groups and reported back on matters related to the priorities and objectives adopted in the 2011 Strategic Plan.

During the afternoon session, the group discussed a number of priorities and as a result, agreed to the following priorities for 2013.

1. Complete the financial plan;
2. Develop a succession plan to attract and retain quality employees;
3. Continue promotion of the Community Improvement Program (CIP);
4. Continue with sewer separation program;
5. Raise the profile of Leamington
6. \* Develop strategies/policies to facilitate balanced growth/assessment
7. \*\*Senior government funding

\*\* In the 2011 strategic planning document, Council adopted two priorities being:

- 1) Actively pursue senior governments to provide sustainable funding programs;
- 2) Lobby senior government for funding as it relates to shoreline stabilization.

At the 2013 session, Council were of the opinion that the priorities that reflected lobbying and the need for senior levels of government funding and participation should be combined as the Corporation has a number of projects that will necessitate assistance from senior levels of government if they are to proceed.

\* The newest priority as a result of the 2013 strategic planning session reflected that plans be developed to facilitate balanced growth and assessment. This strategy was supported as the Municipality of Leamington continues to have the lowest Current Value Assessment in the County, thus resulting in higher taxes and the assessment base itself as it relates to Industrial, Commercial and Retail continues to erode.

Therefore, it was agreed that the Municipality focus on strategies to develop, enhance and attract industry, commercial and single family homes which in turn generates new assessment.

The attached amended strategic priority action documents outline the priority, the responsibility, activities and funding required in order to complete the tasks in the Strategic Plan. Naturally, costs associated with implementation of some of the priorities will be dependent upon budget availability, and activities will become part of individual and departmental work plans.

The writer will continue to provide Council with yearly updates on the status of the strategic plan.

### CONCLUSION:

Revisiting the Strategic Plan led to good dialogue and enhanced the shared vision of the Corporation's strategic direction and where Leamington wishes to focus its resources.

Finalizing the financial plans for the Corporation will allow for a better understanding of costs associated with operations, capital replacement and legacy costs.

As previously reported, a number of employees will be eligible for retirement within the next five years so it is important that a succession plan be incorporated into the strategies of the organization to retain corporate knowledge and skill sets and to encourage advancement amongst our younger employees. The succession plan will be a document that will be flexible to allow for any changes in the organization as a result of organization reviews.

**CAO 03/13 - Amended Strategic Plan**

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The Municipality will continue to explore programs and approaches that would assist in attracting new development in the areas of residential, commercial and industrial in order to increase our assessment base.

The Corporation will also continue with the Community Improvement Plan (CIP) through marketing and encouraging those in the CIP area to participate in the program. As Council is aware, the program was originally for ten (10) years and at the direction of Council, it was compressed to a five (5) year program which illustrates to the public the importance of this program to the revitalization of the Municipality's uptown.

The Municipality through briefs and meetings with the MP and MPP will continue to actively pursue senior levels of government funding. Arrangements will also be made to invite the MP and MPP to attend a general information meeting with members of Council.

The Municipality must review its programs for sewer replacement. The review will include the assessment of our existing infrastructure and the information will be used in developing the asset management plan in 2013.

Leamington is also taking steps to enhance communication with the public to ensure the public is aware of its activities and therefore will develop plans to identify and implement communication tools to raise the profile of Leamington.

**FINANCIAL IMPACT:**

There will be a number of activities that will require financial support and as such, appropriate funding will be placed in budgets and reports provided to Council which would detail the financial impact to implement the activity.

**RECOMMENDATION:**

That the seven (7) strategies and activities to implement those strategies, as a result of the January 2013 strategic planning session be adopted;

And that the priorities and required dollars to implement those priorities be incorporated into work plans and budgets

And that the Chief Administrative Officer continue to provide on a yearly basis a summary report to Council outlining achievements as they relate to the strategic plan for the Corporation (CAO 03/13).

Respectfully submitted,

William J. Marck  
Chief Administrative Officer

WJM/kms

FILE: T:\CAO\CAO 2013\2013 Reports\CAO 0313-Amended Strategic Plan.doc

**MUNICIPALITY OF LEAMINGTON  
STRATEGIC PRIORITIES IMPLEMENTATION WORK PLAN**

Strategic Priority Action	Responsibility		
	Primary	Support	
Complete Long Term Financial Model	Director of Finance & Business Services	Directors & Managers	<ul style="list-style-type: none"> <li>• Completion of financial models and programs</li> <li>• Implementation and maintenance of models as part of the annual fiscal plan</li> <li>• Implement new fiscal policy</li> <li>• Implement Asset Management Plan</li> </ul>

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Water and Wastewater Financial Model	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Community Services</li> <li>• Manager of Environmental Services</li> </ul>		\$\$	Presentation/ Report from Manager of Environmental Services to Council		✓
2. Review water/wastewater implications and suggested price increases - public	<ul style="list-style-type: none"> <li>• Manager of Environmental Services</li> <li>• Mayor &amp; Council</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Environmental Services</li> </ul>	✓		✓		
3. Implementation of water and wastewater rates	<ul style="list-style-type: none"> <li>• Mayor &amp; Council</li> </ul>	<ul style="list-style-type: none"> <li>• Directors</li> <li>• CAO</li> <li>• Manager of Environmental Services</li> </ul>	✓			✓	
4. Taxation and Fees Financial Model	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Business Services</li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Directors</li> <li>• Managers</li> </ul>		\$\$			✓

**Strategic Priorities Implementation Work Plan**

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
5. Develop draft budget fiscal policy	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant</li> <li>• Directors</li> <li>• CAO</li> <li>• Manager</li> </ul>	✓				✓
6. Adopt fiscal policy	<ul style="list-style-type: none"> <li>• Mayor &amp; Council</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• Director of Finance &amp; Business Services</li> </ul>	✓				✓
7. Complete Assessment Condition of Infrastructure (Sewers)	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Managers</li> <li>• Consultant</li> </ul>		\$\$			✓
8. Purchase Asset Management Software	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Information Technology</li> </ul>		\$\$			✓
9. Resourcing Staff/Populate Asset Management Software	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Consultant</li> </ul>		\$\$			✓

**Strategic Priorities Implementation Work Plan**

Strategic Priority Action	Responsibility		
	Primary	Support	
Sewer Separation Program	Director of Community Services	<ul style="list-style-type: none"> <li>• Engineers</li> <li>• Consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Revisit sewer system program</li> <li>• In conjunction with financial plan, develop 10 year plan for complete separation</li> </ul>

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Review sewer separation program and update cost estimates	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Province</li> <li>• Finance &amp; Business Services</li> </ul>	✓				✓
2. Develop financial plan on how to pay for sewer separation program	<ul style="list-style-type: none"> <li>• Director of Community Services</li> <li>• Director of Finance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Manager of Environmental Services</li> <li>• Consultant</li> </ul>		\$\$			✓
3. Public input with respect to strategy and policies of implementation of sewer separation program	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Engineering Services</li> <li>• Director of Finance &amp; Business Services</li> </ul>	✓				✓
4. Implementation and tendering to commence sewer separation program	<ul style="list-style-type: none"> <li>• Director of Community Services</li> <li>• Manager of Engineering Services</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Consultant</li> </ul>		\$\$			✓

**Strategic Priorities Implementation Work Plan**

Strategic Priority Action	Responsibility		
	Primary	Support	
Identify mechanisms to raise the profile of Leamington	<ul style="list-style-type: none"> <li>• Mayor</li> <li>• CAO</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> <li>• EDO</li> </ul>	<ul style="list-style-type: none"> <li>• Brand and slogan</li> <li>• 1 new festival/concert held</li> <li>• Bi-weekly radio/TV spots</li> <li>• Increased web hits (use of social media)</li> <li>• Press releases</li> </ul>

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Identify target market and messaging	<ul style="list-style-type: none"> <li>• Economic Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development Committee</li> </ul>	✓		✓		
2. Develop branding and slogan	<ul style="list-style-type: none"> <li>• Economic Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development Committee</li> </ul>		\$\$			✓
3. Inventory strengths of community and municipality	<ul style="list-style-type: none"> <li>• Economic Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development Committee</li> </ul>	✓			✓	
4. Promote and market using materials illustrating strengths and strategies and radio/TV spots for Mayor and Council	<ul style="list-style-type: none"> <li>• Economic Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Communications Committee</li> <li>• Manager of Information Technology</li> </ul>		\$\$			✓
5. Develop and implement social media policies	<ul style="list-style-type: none"> <li>• Economic Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Directors</li> <li>• Managers</li> </ul>	✓				✓
6. Foster culture and informal communications based on pride of place through	<ul style="list-style-type: none"> <li>• Chief Administrative</li> </ul>	<ul style="list-style-type: none"> <li>• Management Committee</li> </ul>	✓			✓	✓

**Strategic Priorities Implementation Work Plan**

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
residents/staff/business leaders and participate in Associations	Officer	<ul style="list-style-type: none"> <li>• Council</li> <li>• Senior Management</li> </ul>					
7. Work with community partners to develop and promote festivals (e.g. Canada Day, Seacliff Concert Series, etc.)	<ul style="list-style-type: none"> <li>• EDO</li> <li>• Manager of Culture &amp; Recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management</li> <li>• Council</li> </ul>		\$\$		✓	✓
8. Develop customer service training for staff	<ul style="list-style-type: none"> <li>• Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>		\$\$			✓



**Strategic Priorities Implementation Work Plan**

Strategic Priority Action	Responsibility		
	Primary	Support	
Succession plan to attract and retain quality employees	Director of Corporate Services	Human Resources	<ul style="list-style-type: none"> <li>Guideline development</li> <li>Implementation and mentoring</li> </ul>

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Research past programs of other municipalities	<ul style="list-style-type: none"> <li>Chief Administrative Officer</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>AMCTO</li> </ul>	✓		✓		
2. Develop a guideline policy	<ul style="list-style-type: none"> <li>Chief Administrative Officer</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	✓		✓		
3. Adoption of policies	<ul style="list-style-type: none"> <li>Council</li> </ul>		✓		✓		
4. Review and identify candidates for succession planning program	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Directors</li> </ul>	✓				✓
5. Develop a training program for those identified for the succession planning process	<ul style="list-style-type: none"> <li>Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>		\$\$			✓
6. Prepare report for Council outlining number of candidates and costs for training	<ul style="list-style-type: none"> <li>Chief Administrative Officer</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> </ul>	✓				✓

**Strategic Priorities Implementation Work Plan**

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Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
7. Incorporate succession plan into all performance measurements of staff	<ul style="list-style-type: none"> <li>• Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>	✓				✓
8. Succession plan to be reconciled to any new organizational changes	<ul style="list-style-type: none"> <li>• Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>	✓				✓

## Strategic Priorities Implementation Work Plan

Strategic Priority Action	Responsibility		
	Primary	Support	
Implement the Community Improvement Program for the Uptown Core	Director of Development Services	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Review previous reports</li> <li>• Undertake customer survey and questionnaires</li> <li>• Host open houses</li> <li>• Review programs offered in other communities</li> <li>• Implementation and monitoring of guidelines</li> </ul>

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Develop the terms of reference	<ul style="list-style-type: none"> <li>• Director of Development Services</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Planning Services</li> </ul>	✓		✓		
2. Engage consultant	<ul style="list-style-type: none"> <li>• Manager of Planning Services</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> </ul>		\$\$	✓		
3. Review previous documentation, milestones and produce discussion papers	<ul style="list-style-type: none"> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Development Services</li> <li>• Manager of Planning Services</li> <li>• Consultant</li> </ul>	✓		✓		
4. Survey work and open house	<ul style="list-style-type: none"> <li>• Manager of Planning Services</li> </ul>	<ul style="list-style-type: none"> <li>• Support staff</li> <li>• Consultant</li> </ul>	✓	\$\$	✓		
5. Finalization of policies and implementation	<ul style="list-style-type: none"> <li>• Mayor &amp; Council</li> </ul>	<ul style="list-style-type: none"> <li>• Planner</li> <li>• Director of Finance &amp; Business Services</li> </ul>		\$\$		✓	

**Strategic Priorities Implementation Work Plan**

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
6. Promote/fund/staff	<ul style="list-style-type: none"> <li>• Director of Development Services</li> </ul>	<ul style="list-style-type: none"> <li>• Development Services</li> <li>• Finance &amp; Business Services</li> </ul>		\$\$			✓

## Strategic Priorities Implementation Work Plan

Strategic Priority Action	Responsibility		
	Primary	Support	
Actively pursue senior level funding with partners and lobby	<ul style="list-style-type: none"> <li>• Mayor</li> <li>• CAO</li> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• ERCA</li> <li>• Province</li> <li>• Federal Government</li> </ul>	<ul style="list-style-type: none"> <li>• Receive support at local and County level</li> <li>• Program developed by provincial and/or federal governments</li> <li>• Implementation</li> <li>• Review C.S.S. Beach Nourishment Study</li> <li>• Partnership in place for sewer outfall project</li> <li>• Hillman Dyke / Road C studies completed</li> </ul>

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Research past programs (how they were applied)	<ul style="list-style-type: none"> <li>• Chief Administrative Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> </ul>	✓		✓		
2. Review with Council	<ul style="list-style-type: none"> <li>• Chief Administrative Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> </ul>	✓		✓		
3. Mayor reviews with his counterparts in other County municipalities, consults with MPPs	<ul style="list-style-type: none"> <li>• Mayor</li> </ul>	<ul style="list-style-type: none"> <li>• Other Mayors</li> </ul>	✓				✓
4. Bring matter up at County Council	<ul style="list-style-type: none"> <li>• Mayor</li> </ul>	<ul style="list-style-type: none"> <li>• County Council</li> </ul>	✓				✓
5. Ask for support from other County and Regional governments, and AMO	<ul style="list-style-type: none"> <li>• Warden</li> </ul>	<ul style="list-style-type: none"> <li>• Other municipalities</li> </ul>	✓				✓
6. Lobbying provincial and federal governments	<ul style="list-style-type: none"> <li>• Mayors' Group</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> </ul>	✓				✓

**Strategic Priorities Implementation Work Plan**

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
7. Colchester - Point Pelee Beach nourishment	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• ERCA &amp; Working Group</li> <li>• MTO</li> <li>• Point Pelee</li> <li>• Kingsville/Essex</li> <li>• Department of Fisheries &amp; Oceans</li> </ul>		\$\$			✓
8. East Beach/Southeast Leamington	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• ERCA</li> <li>• Point Pelee</li> <li>• Health and Safety</li> <li>• Provincial Ministries</li> <li>• Drainage Schemes</li> </ul>		\$\$			✓
9. East Marsh Dyke	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• ERCA</li> <li>• Provincial ministries</li> <li>• Drainage</li> </ul>		\$\$			✓
10. Marentette Drain	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Consultant</li> <li>• Federal Government</li> <li>• Provincial Government</li> <li>• ERCA</li> </ul>		\$\$			✓
11. Road C	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial Ministries</li> <li>• Consultants</li> </ul>		\$\$			✓
12. Point Pelee Drive and Bevel Line	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Health Unit</li> </ul>		\$\$			Phased

**Strategic Priorities Implementation Work Plan**

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Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
13. Continue to lobby MP/MPP for funding	<ul style="list-style-type: none"> <li>• Mayor</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Administrative Officer</li> </ul>	✓		✓	✓	✓

**Strategic Priorities Implementation Work Plan**

Strategic Priority Action	Responsibility		
	Primary	Support	
Balance growth and assessment	<ul style="list-style-type: none"> <li>• Director of Community Services</li> <li>• EDO</li> </ul>	<ul style="list-style-type: none"> <li>• Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Development of strategies to engage existing business and attract new</li> <li>• Review long range servicing plans</li> <li>• Focus should be on projects that will enhance growth in the Industrial/Commercial/Retail sectors</li> </ul>

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Develop business retention and expansion strategies	<ul style="list-style-type: none"> <li>• EDO</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development Committee</li> <li>• Windsor Essex Development Commission</li> </ul>		\$\$			✓
2. Develop strategy to attract Industrial, Commercial and single family houses	<ul style="list-style-type: none"> <li>• EDO</li> <li>• Director of Development Services</li> </ul>	<ul style="list-style-type: none"> <li>• Windsor Essex Development Commission</li> <li>• Economic Development Committee</li> </ul>		\$\$			✓
3. Explore private public partnerships to service secondary plan area	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• EDO</li> <li>• Finance &amp; Business Services</li> </ul>	✓				✓
4. Develop a strategy to increase serviced lands	<ul style="list-style-type: none"> <li>• Director of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>• EDO</li> </ul>					