



**MUNICIPALITY OF LEAMINGTON
STRATEGIC PLANNING SESSION**

**THE BAYFIELD LITTLE INN CONFERENCE CENTRE
BAYFIELD, ONTARIO
MARCH 9 - 11, 2011**

SUMMARY NOTES

From March 9th - 11th, members of Council and the Municipality’s senior management team met to develop a high level strategy for the Municipality, and to identify key priorities to be undertaken during the term of Council. The session built on an earlier successful initiative held in the spring of 2008. Individuals attending the session are listed below.

Municipality of Leamington Strategic Planning Session: March 9-11, 2011 Participants	
Council	Senior Management
Rick Atkin, Councillor	Cheryl Horrobin, Director of Finance and Business Services
Chris Chopchik, Councillor	Bill Marck, Chief Administrative Officer
John Jacobs, Councillor	Doug Morrish, Director of Development Services
Hilda MacDonald, Councillor	Brian Sweet, Director of Corporate Services
John Paterson, Mayor	John Tofflemire, Director of Community Services
Larry Verbeke, Councillor	
Charlie Wright, Deputy Mayor	

Carolyn Kearns of The Randolph Group facilitated the session. These notes summarize the key discussion points.

SETTING THE CONTEXT

Mayor John Paterson welcomed everyone and thanked individuals for making time to discuss strategic planning for the Municipality. He said that the previous session, held in 2008 during the second year of the term of Council, had been positive and helped the Municipality to set priorities. It was hoped that having this session at the beginning of the term of Council would provide an opportunity to be proactive and forward thinking about the work of the Municipality.

The Mayor encouraged everyone to be creative and to share their thoughts openly and comfortably. He said that the role of the facilitator was to guide the group and bring together common thoughts and visions to make Leamington the best place to live in Essex County.

Carolyn reviewed the objectives and agenda for the session, outlined some general guidelines and invited individuals to comment on their expectations for the session. In addition, members of Council and senior management discussed their reasons for seeking office or joining the Municipality and what they hoped to achieve during the four-year term.

Objectives

The strategic planning session was designed to achieve both direct and indirect objectives.

Municipality of Leamington Strategic Planning Session: March 9-11, 2011	
Direct Objectives	Indirect Objectives
1. To review the municipality's current situation and to identify key challenges and issues 2. To confirm the mission, objectives and strategic actions 3. To agree on priorities for the term of Council	1. To build upon the good work of previous strategy sessions 2. To meet in an informal, relaxed setting away from regular pressures 3. To enjoy ourselves and build relationships

The agenda was designed to achieve these objectives. The session was to result in agreement on the current environment and key issues facing the Municipality of Leamington, a framework for the Municipality's strategic planning and priorities for the next 1 to 4 years.

Guidelines

The group reviewed some general guidelines for the session and agreed to respect the following principles:

- Be honest, i.e., tell us what you really think because there is no right answer
- Respect each other's views and opinions regardless of whether you are new or longer term, staff or elected officials
- Encourage everyone to participate because the success of the session depends on maximum input from all participants
- Work to achieve consensus, to the extent that we can reach general agreement on key points
- Put all the "dead moose" on the table, and don't keep anything from the group

Expectations for the Session

Before continuing, individuals were asked to provide their expectations in terms of what the session needed to achieve to be successful from their perspective. The discussion included comments made during the pre-meetings in February.

Municipality of Leamington Strategic Planning Session: March 9-11, 2011 Participant Expectations
<ul style="list-style-type: none">• Build on the successes of the last strategic planning session and outcomes• Provide a clear understanding of the current commitments/workloads of the Municipality• Develop agreed upon Council priorities both for the short term and longer term• Develop a plan and priorities that are reviewed and reported on annually• Agree on how the results of the strategic planning session will be communicated to staff and the community• Focus on ways to improve customer service and being open and transparent in the work of the Municipality• Strengthen Council-staff relations• Clarify and agree on the roles of Council and staff• Discuss "true" concerns outside of the political process• Use the results of the session to help inform the budget discussions in April

It was agreed to review these expectations at the end of the session to see if they had been realized.

Achievements for Term of Council

Members of Council were asked to describe their reasons for running for office. Comments related to factors including wanting to give back to the community, being upset by a particular issue and wanting to get involved, and being encouraged by family members, friends and colleagues. The senior management team was also asked why they were attracted to a job with the Municipality.

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Members of Council	Senior Management
<p><i>I ran for Council because...</i></p> <ul style="list-style-type: none"> • Wanted to for a long time and hope to shape future direction of the municipality - bring new blood • Believe that you can effect change in your community - job still not done - first term was rewarding • Served the community through various organizations and wanted to extend my public service - unhappy with the Town perspective and wanted change • Love the community and sad about the state of the Uptown and decline in tourism • Last Council set a vision that was good but it is not completed - want new challenges • On my "bucket list" and wanted to see a change in Council - represent the rural voice • Like to help people and saw a lack of leadership - want to represent the majority and not just the special interests 	<p><i>I joined the Municipality and stay because...</i></p> <ul style="list-style-type: none"> • Grew up in Leamington and was able to move back - friends with staff and wanted new challenges - wanted to practice my profession and Leamington had a good municipal reputation • Enjoy the challenge and feels like we are accomplishing things so it is rewarding - good Councils and staff for the most part • Not local but personally and professionally looking for opportunities - good reputation as a municipality and knew some of the staff - have found Leamington to be a tremendous community (e.g. response to the tornado) • Moved for the weather! Excellent management teams and Councils - like the directions of the municipality to make it better • Progressive Councils that make decisions - community has progressed during the past 25 years (e.g. complex, marina, transportation) whereas others have not

Members of Council and senior management were also asked to describe what they want to achieve during the four-year term. Council and senior management shared a number of similar views. They are listed following and are not in any priority.

Municipality of Leamington
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My time will be successful if after four years, there is ...

- New financial system in place and fully functioning - having a good fiscal management model to allow for informed decisions
- More competitive from a tax perspective - able to explain what has occurred
- More sewer separations
- Leader in implementing technology in the workplace to improve efficiencies and service delivery (e.g. on line tax payments and ice rentals, etc.)
- Expanded tax base
- Improved quality of life
- Increase in amount of serviced industrial and commercial lands and policies supportive of development
- More development - residential, industrial and commercial
- Turn around the Uptown to make it a vibrant and visible asset to the community
- See a return to the "old" Leamington with active tourism, a revitalized downtown and waterfront
- Address migrant workforce issues by giving them something to do
- Recreation centre for migrant workers
- Succession planning to address staff eligible to retire within the next five years - need to hire good people and provide staff training
- Strengthened communications with all stakeholders and a special focus on engaging young people
- More economic development
- Happy satisfied Council working together as a team
- Raise Leamington's reputation within the County and across the Province
- All Town roads tarred and chipped
- Known for putting environmental quality front and centre - being green

**MUNICIPALITY OF LEAMINGTON
 STRATEGIC PLANNING (2008 - 2010)**

Bill Marck provided an overview of the strategic objectives and actions developed in 2008. The presentation was followed by a general discussion.

**Municipality of Leamington
 Strategic Plan 2008-2010: Progress Update**

Objective	Ensuring the Municipality is financially sustainable
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Action	Status
<ul style="list-style-type: none"> Complete the Public Service Accounting Board (PSAB) and asset management plan 	PSAB complete, and not all municipalities have been able to achieve this requirement.
<ul style="list-style-type: none"> Develop a financial management plan 	Meetings have been on going with Watson and Associates - projected completion in mid 2011.
<ul style="list-style-type: none"> Examine alternative governance models for agencies, i.e. Union Water and Essex Power 	The process of governance models for Union Water commenced a few years ago and will be one of the tasks for the new Manager of Union Water. Council reviewed the feasibility of selling its shares of Essex Power when there was a tax contribution holiday (33%). Council did not sell its shares in Essex Power, but did suggest that the matter be considered further if there was another tax holiday.
<ul style="list-style-type: none"> Development of policy and guidelines for financial management 	Part of the review process with Watson and Associates - to be completed mid 2011.

Objective	Encouraging and facilitating balanced growth and supporting economic development opportunities
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Action	Status
<ul style="list-style-type: none"> Identify the uptown core as being of strategic importance 	<p>Council supported the development of a new parking facility in the south east quadrant. Further, Council has adopted the development of a Community Improvement Plan (CIP) for the uptown, sold the BMO to performing arts and increased police presence in the core.</p>
<ul style="list-style-type: none"> Review all development programs through an environmental lens 	<p>Agreed to upgrade the Pollution Control Plant. Construction of the East Side Arterial Road as an alternate route of transportation. Developed trails and encouraged County to review trails/bicycle lanes and how they treat their road systems..</p>
<ul style="list-style-type: none"> Take a leadership position in attracting industrial and commercial ventures 	<p>Closer relationship with Windsor Essex Economic Development Corporation to make mutual presentations particularly in the food processing and alternative energy sectors.</p>
<ul style="list-style-type: none"> Develop a strong relationship with the greenhouse sector to encourage adaptation of technology, etc. 	<p>Provide new and up-to-date information on the website to foster entrepreneurship; educate businesses on the benefits of industry associations; promote use of government resources such as community futures, funding programs, grants, etc.; serve as first point of contact in many cases and liaison between municipal departments.</p>
<ul style="list-style-type: none"> Target our marketing materials to a broader audience 	<p>Produce quarterly newsletter featuring a diverse range of topics of interest to broad sectors. Focus marketing efforts to "lifestyle" publications which appeal to potential new residents and tourists at the same time. Press releases deliver a positive message of local opportunities. Produced video which targets diverse audiences.</p>
<ul style="list-style-type: none"> Continue to support doctor recruitment and provision of medical services/facilities 	<p>Council adopted the business plan proposed by the Hospital, Foundation and Community for Doctors Committee which resulted in a yearly contribution to the Committee and funds used to attract new physicians to the area, ER doctors and the overseeing of the Medquest Medical camp for area high school students.</p>

Action	Status
<ul style="list-style-type: none"> Revisit and encourage waterfront growth/development, and develop Leamington as a "destination point" - tourism, agri-business and birding festivals 	Worked with Tourism Windsor-Essex and other key partners to produce targeted market materials particularly in birding, ecotourism and agritourism. Support local initiatives such a wine route signage, buy-local map, Associated Growers Bounty of the County image and new campaign, Bed & Breakfast Association. Redeveloped Seacliff park and marina facility.
<ul style="list-style-type: none"> Improve the skill training/education opportunities of our community, i.e. greenhouse/business excellence, etc. 	Continuing to work with St. Clair College to provide sector based training and to establish a greenhouse training centre. Met with private sector trainers to promote training needs. Consulted with Workforce Windsor-Essex to enable them to understand the unique challenges we face. <ul style="list-style-type: none"> □

Objective	Optimizing the provision of municipal services
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Action	Status
<ul style="list-style-type: none"> Ensure we have adequate structures and facilities to provide municipal services □ □ 	New municipal building, Seacliff Park, Soccer pitches, trails developed or in progress. Commenced review of space required to expand the library. Reviewed all facilities to ensure they comply with accessibility legislation.
<ul style="list-style-type: none"> Review the provision of police services 	Council reviewed various governance models and entered into a 5 year agreement for police services with the Ontario Provincial Police.
<ul style="list-style-type: none"> Develop a succession plan to attract and retain quality employees □ □ 	Employees have been identified for position advancement into senior management positions. The next step in the process will be to meet with each employee to: <ul style="list-style-type: none"> □1. review interest □2. identify areas of training □3. develop a schedule for training and arrange/budget accordingly □4. continue to offer in house training programs and partner with area municipalities to encourage career advancement.

Objective	Effectively communicating and engaging individuals and organizations in the work of the Municipality
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Action	Status
<ul style="list-style-type: none"> Regularly meet with provincial and federal officials to discuss areas of interest to Leamington 	Usually the Mayor and CAO meet quarterly with our MP and MPP to discuss challenges, program support, etc.
<ul style="list-style-type: none"> Develop materials that are targeted to meet the needs of specific groups in the community 	Redeveloped the municipal web site, established "In the Know" feature in the Post and News. Agreed to fund CFTV34 that then provided televised Council meetings. Held numerous open houses in order to receive feedback/input with respect to specific projects.
<ul style="list-style-type: none"> Develop a corporate communications strategy 	Just commenced the process - Committee is in place and its expected it will take the better part of 2011 to develop a short and long range strategy.

It was agreed that significant progress has been made with the majority of actions either completed or underway.

LEAMINGTON: AN OVERVIEW

As input to the strategic planning discussion, Bill Marck presented information on the challenges facing the Municipality during the next four years. A summary follows.

- Develop a long term financial plan.** This work is being undertaken with assistance from the consulting firm, Watson and Associates. It includes the following elements:
 - Life cycle cost/replacement value for capital assets and infrastructure
 - Identify new capital assets/infrastructure required as a result of growth, changes in technology or legislation and estimate cost related to same.
 - Identify funding sources including development charges, property tax, user rate, special levies
 - Develop balanced funding model to support the Municipality becoming self sustaining

Once completed, it will help the Municipality to make decisions based on the costs of projects and sources of funds. Concern was expressed about the urgency of completing this work and it is anticipated to be finished in mid 2011.

- **Environmental issues.** There are a number of environmental issues to be addressed including the following:
 - Dykes need to be repaired and roads rebuilt
 - The sewage/collection system has been examined and the upgrades required are beyond the affordability of the property owners or the Municipality
 - Water quality, including the water courses and the lake poses a huge challenge. The systems were not built to today's standards and there will be considerable costs involved in correcting the situation.
 - Need to examine the shifting costs of sewers (storm and sanitary) to the sewer surcharge or develop a special environmental surcharge
 - The policies for local improvements need to be finalized as the current method is unfair to property owners in the urban area

It will be impossible to undertake the necessary improvements without considerable financial assistance from the senior orders of government. The Municipality needs to develop a funding approach that is supported by Ontario municipalities that has senior orders of government introducing dependable cost sharing programs particularly for sewer separation.

- **Communications plan.** It will be important to develop a comprehensive communications plan so all residents and businesses in Leamington are aware of the Municipality's actions and policies, and understand the decisions of Council. The communications plan should also address how legislation at the province or federal levels impacts the local municipal decision-makers.

In summary, Bill suggested that it is time for Council and the Municipality's senior management team to take a breath, step back and regroup. Leamington has been very successful obtaining outside funding, completing projects on time and on budget. The events and projects listed following have all occurred within the past two years and this level of activity has been exceptional.

Municipality of Leamington Events and Projects (2008 - 2010)	
<ul style="list-style-type: none"> • Southeast Leamington • MCR Train Station • Seacliff Park development • Soccer park development • Trails from Robson Road to Heinz • Trails from Ellison to Talbot W. • Erie/Seacliff Intersection improvements • New Municipal Building • Purchased Heinz portion of PCC and basically rebuilding the entire plant 	<ul style="list-style-type: none"> • Rebuilt Erie/Wilkinson intersection and Erie North from Wilkinson to Bypass • Transitioned from municipal to OPP Police • Rebuild of the Marina and park • Construction of the Eastside Arterial Road • Tornado • PSAB completion • Development Charges Review

The group generally agreed that the next few years should focus on planning and the development of policies as they relate to finance, local improvements and lobbying for the establishment of sewer separation programs.

ASSESSMENT OF THE CURRENT SITUATION

The group reviewed the three main elements of a good strategic planning process.

Strategic Planning Framework



Strategic planning begins with an environmental scan, which includes the identification of strengths and weaknesses, and of opportunities and threats. Once this work is completed, it can be used to develop the key strategic issues to be addressed.

Strengths and Weaknesses

Strengths and weaknesses are those factors that are within the direct control of the Municipality. The strengths reflect positive conditions and initiatives, and weaknesses are those areas where the Municipality could be doing a better job. The group discussion led to the identification of a number of strengths and weaknesses. They are listed following and do not reflect any priority or consensus. Again, these comments build on the information obtained from the pre-work in February.

Municipality of Leamington
Strategic Planning Session: March 9-11, 2011

Strengths <i>What we value about Leamington...</i>	Weaknesses <i>Our concerns and problems with Leamington...</i>
<ul style="list-style-type: none"> • Waterfront community (e.g. beaches, marina, promenade, etc.) • Diverse economic base (e.g. agriculture, greenhouses, manufacturing, automotive, etc.) • Stimulus funding that provided capital monies to improve infrastructure to support the Municipality’s residents and businesses (e.g. upgrading the road network, pollution control plant, trails, parking lot, etc.) • Recreation and sports facilities (e.g. indoor track, pool, fitness facilities, gym, walking trails racquet sports, baseball, soccer, etc.) • Shopping and retail services • Cultural and ethnic diversity • Festivals (e.g. Tomato festival) • Good community facilities infrastructure (e.g. two high schools, hospital) • Strong volunteer base 	<ul style="list-style-type: none"> • Difficulty attracting development (e.g. high development charges, lengthy development approvals process, lack of serviced industrial land) • The Municipality is not effectively communicating with residents and “getting its message out” • Aging infrastructure and cost of replacement (e.g. water and sewers) • Experienced, knowledgeable long term staff eligible to retire with the next five years • Core business area (“uptown”) in decline • Migrant workers loitering and congregating in the core area • Underdeveloped accessible transit system (e.g. buses, bike routes, etc.) • Underdeveloped tourism infrastructure (e.g. lack of awareness of Leamington as a place to visit, lack of fine dining, etc.)

<p style="text-align: center;">Strengths <i>What we value about Leamington...</i></p>	<p style="text-align: center;">Weaknesses <i>Our concerns and problems with Leamington...</i></p>
<ul style="list-style-type: none"> • Leamington is a safe community with a relatively low crime rate • Excellent emergency services (e.g. fire, ambulance) • National Park - Pt. Pelee • Strong leadership - administration, Council, community, service clubs • Good media - T.V., radio, newspapers • Road network - bypass and Hwy. 77 • Strong history and sense of community • Entrepreneurship - especially our agricultural industries, water, etc. • Affordable land and housing 	<ul style="list-style-type: none"> • Lack of long term financial vision, policy and fiscal management model to understand our financial situation and plan appropriately • Focus on stimulus funding projects (e.g. sewers) at the expense of tangible actions that residents can see (e.g. traffic control) • Low education levels (% of population having completed high school) • Low assessment and income relative to other County municipalities • Beaches eroding and water not always safe for swimming • Workforce composition - e.g. recently unable to attract a call centre

Opportunities and Threats

Opportunities and threats are different than strengths and weaknesses. They reflect trends and external factors that are beyond the control of the Municipality. However, they could have a positive or negative impact on the community and must be considered as part of a strategic planning discussion. The group identified a number of opportunities and threats. They are listed following and again, do not necessarily reflect consensus and are not in any priority.

Municipality of Leamington
 Strategic Planning Session: March 9-11, 2011

<p>Opportunities <i>What are the trends suggesting as future opportunities for Leamington?</i></p>	<p>Threats <i>What are the trends suggesting in terms of potential negative impacts for Leamington?</i></p>
<ul style="list-style-type: none"> • Location (e.g. proximity to airports, highways and the U.S. border) • Favourable climate for year round activities (e.g. agriculture, attractive to retirees) • Potential for more stimulus funding/grants from other orders of government • Technology that could support workplace efficiencies and improve communications and consultation with the public (e.g. GPS systems, social media) • Partnerships are becoming more popular and could be attractive to Leamington in the areas of education, economic development and tourism • Working with the federal government to capitalize on Pt. Pelee • Shipwrecks in the lake and developing a marine heritage park • Building on the success of the First Nations (Caldwell) • Location provides opportunity to become a regional centre • High gas prices may mean people buy local and stay home • Aging population - retirees with high incomes and time to volunteer 	<ul style="list-style-type: none"> • Potential additional downloading of services from other orders of government that could increase municipal costs • Economic downturn and impact on employment and development • Value of Canadian dollar and impact on local exporters and American visitors • Rising interest rates and impact on debt to finance the Municipality's 2010-2011 capital program • Competition for development and employment from neighbouring municipalities • Attracting and retaining good staff given the demographics • Provincial policies and legislation that could negatively impact Leamington (e.g. energy) • Unpredictable weather patterns and natural disasters (e.g. tornados) • Aging population -expensive to support • High gas prices - may affect the marina and tourism • Location geographically makes it difficult to be a regional centre • Governance - lower tier municipality in a 2 tier system • Governance - electoral positioning provincially and federally • Regionalization of services (e.g. Essex Power, social services) • Aging demographics and loss of young people • Potential decline in volunteer base given aging population and social attitudes • Senior governments with conflicting and complex legislation/policies (e.g. source water protection and assessment offices)

Key Strategic Issues

An environmental scan also includes the identification of key strategic issues. The Municipality deals with a number of issues ranging from operational concerns through to high level concerns involving advocating for change by other levels of government. Strategic issues are defined as those areas of greatest importance to the future success of the Municipality and ones where it has a high capacity to influence the changes required.

The large group was divided into three smaller groups for a more detailed discussion of the key strategic issues facing the Municipality. Each group reflected a mix of members of Council and staff. Leaders from each group reported back on the results of the small group discussions. Based on the presentation and subsequent discussion, ten major issues were identified. They are listed following.

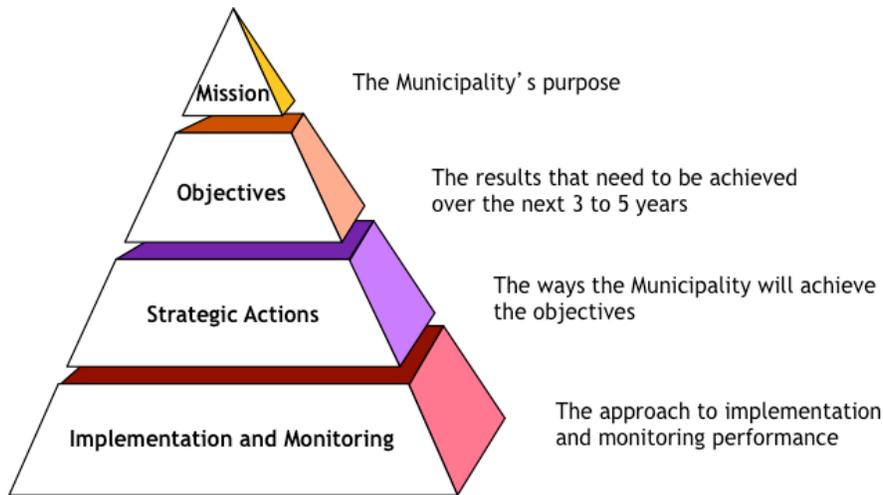
Municipality of Leamington Strategic Planning Session: March 9-11, 2011 Key Strategic Issues	
1.	Improving our communications
2.	Promoting development/increasing development and investment opportunities
3.	Ensuring Municipality is financially viable for the long-term/fiscal management model
4.	Protecting our environment/environmental quality/viewing all decisions through an environmental lens
5.	Embracing technology
6.	Improving Leamington's livability/promoting accessibility
7.	Raising Leamington's profile
8.	Proactive planning
9.	Attracting visitors and promoting tourism
10.	Enhancing cultural diversity

The comments and notes for each of the small groups are included in the attachment.

MISSION AND SUPPORTING OBJECTIVES

A good strategic plan is comprised of a number of elements as shown below:

Strategic Plan Elements: The Randolph Group



The group reviewed the definitions for a mission statement and supporting objectives. A mission describes the unique purpose or role of the Municipality. It should be a clear, forward moving statement that is inspiring and strong. The mission statement should be short and relatively easy to understand without being a slogan. It should be sustainable for the next five to ten years.

Objectives describe the results the Municipality wants to achieve in its key areas of responsibility. Objectives further define the mission and keep it focused. They provide the link between the mission and the strategic actions. Objectives answer the question of what the mission will achieve.

Based on these definitions and descriptions, the group reviewed the mission statement developed in 2008. There was strong agreement that the current mission statement continues to be relevant for the term of this Council. While wording changes were discussed with the intent to improve the clarity of the mission, it was decided that replacing the verb "exists" with "strives" was the only change required.

The group then continued the discussion with descriptions of supporting objectives based on the key strategic issues and other suggestions. The resulting draft mission and supporting objectives for the Municipality of Leamington are shown following.

Municipality of Leamington Strategic Planning Session: March 9-11, 2011 Draft Mission and Supporting Objectives
MISSION The Municipality of Leamington strives to provide quality services in a sustainable environment. Accessible, accountable and dedicated to the people we serve, we build on the past as we prepare for future prosperity.
OBJECTIVES The Municipality's mission will be achieved through the following objectives: <ol style="list-style-type: none">1. Ensuring the long term financial viability of the municipality2. Promoting environmental stewardship3. Encouraging and facilitating balanced growth4. Creating economic development opportunities5. Optimizing the provision of municipal services6. Effectively communicating and engaging individuals and organizations in the work of the Municipality

STRATEGIC ACTIONS

Strategic actions refer to high level, key initiatives that support the objectives that define the mission. Each objective should be supported by a limited number of actions. They address strategic as opposed to routine, day-to-day items, and represent new or high priority work to be undertaken. Strategic actions answer the question of how the objectives will be realized.

As for the discussion of key strategic issues, the larger group was divided into three smaller groups for more detailed discussion of the actions. Each group was assigned two objectives. The groups were different than for the previous discussion and different group leaders reported back on the results of the small group discussion. The draft strategic actions for each objective are shown following and are not listed in any priority.

**Municipality of Leamington
 Strategic Planning Session: March 9-11, 2011
 Objectives and Strategic Actions**

Objective	1. Ensure the long term viability of the Municipality
Strategic Actions	
<ol style="list-style-type: none"> 1. Complete our financial plan 2. Develop and adopt a fiscal policy i.e. what gets funded and by whom and where 3. Develop a plan to retain and increase our commercial and industrial assessment value 4. Actively pursue senior government ongoing flexible funding programs with partners 	

Objective	2. Promoting environmental stewardship
Strategic Actions	
<ol style="list-style-type: none"> 1. Finalize Pollution Control Centre (P.C.C.) initiatives 2. Continue with our program for sewer replacement 3. Initiate a greening master plan for Leamington 4. Lobby senior governments for shoreline stabilization assistance 5. Strengthen environmental partnerships with community partners 6. Look for ways/means to create enhanced environmental initiatives and policies with the agricultural and industrial sectors 	

Objective	3. Encouraging and facilitating balanced growth
Strategic Actions	
<ol style="list-style-type: none"> 1. Increase the supply of serviced land for industrial, commercial and residential uses 2. Explore flexible development incentives 3. Streamline the development approvals process (“one stop shopping”) 4. Host regular information sessions with representatives of the development community to understand their needs and communicate municipal plans, processes and policies 	

Objective	4. Creating economic development opportunities
Strategic Actions	
<ol style="list-style-type: none"> 1. Aggressively promote the municipality as an attractive business location, retirement community and place to visit 2. Implement the Community Improvement Plan (C.I.P.) for the Uptown Core 3. Identify industry needs and partner with educational institutions to provide needed skills questions 4. Lobby other orders of government for funding and special projects 5. Develop a branding strategy/slogan (e.g. “We grow our own...” “Come grow with us”) 6. Investigate public/private partnerships for infrastructure 	

Objective	5. Optimizing the provision of municipal services
Strategic Actions	
<ol style="list-style-type: none"> 1. Develop a succession plan to attract and retain quality employees 2. Review areas to consider for contracting out services 3. Review Municipality's levels of service 4. Ensure adequate structures and facilities to provide municipal services 5. Undertake "rightsizing " reviews of each Municipal department 6. Ensure that the Municipality has appropriate technology 	

Objective	6. Effectively communicating and engaging individuals and organizations in the work of the Municipality
Strategic Actions	
<ol style="list-style-type: none"> 1. Regularly meet with upper tier and senior governments 2. Continue the work of the Communications Committee to develop a communications strategy 3. Actively promote the accomplishments of the Municipality 4. Identify mechanisms to raise the profile of Leamington 5. The Mayor to actively communicate with Council and senior administration 	

DETERMINING PRIORITY ACTIONS

Following the development of strategic actions, individuals were asked to review them and to select those actions they felt were most important to begin as soon as possible. Each person made their individual choices (limited to four each) and then the results were tabulated and discussed by the group.

Seven actions were selected as priorities by three or more individuals. They are shown below.

Municipality of Leamington Strategic Planning Session: March 9-11, 2011 Priority Actions	
1.	Complete the financial plan
2.	Actively pursue senior government ongoing flexible funding programs with partners
3.	Continue with our program of sewer replacement
4.	Implement the Community Improvement Program (C.I.P.) program 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

IMPLEMENTATION WORK PLANS

There was a final set of small group discussions to develop activities to support the priority strategic actions. Activities were identified for three of the seven priorities. The three were selected as those requiring considerable new thinking as opposed to ones where the work is well in hand or planned. The implementation plans including activities, responsibilities, resource requirements, timeframes and where possible performance measures are shown following.

Municipality of Leamington
 Strategic Priorities Implementation Workplan
 (March 9-11, 21011)

DRAFT

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Actively pursue senior level ongoing flexible funding with partners.	Mayor CAO	Staff	<ul style="list-style-type: none"> Receive support at local and County level Program developed by provincial and/or federal governments Implementation

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)	CAO	Staff	<input type="checkbox"/>		<input type="checkbox"/>		
2. Review with Council	CAO	Council	<input type="checkbox"/>		<input type="checkbox"/>		
3. Mayor reviews with his counterparts in other County municipalities, consults with MPPs	Mayor	Other Mayors	<input type="checkbox"/>		<input type="checkbox"/>		
4. Bring matter up at County Council	Mayor	County Council	<input type="checkbox"/>		<input type="checkbox"/>		
5. Ask for support from other County and Regional governments, and AMO	Warden	Other municipalities	<input type="checkbox"/>		.	<input type="checkbox"/>	
6. Start lobbying provincial and federal groups	Mayors' Group	Staff	<input type="checkbox"/>		.	<input type="checkbox"/>	
7. Municipality to input information and begin to implement the program	CAO	Staff	<input type="checkbox"/>		.	.	<input type="checkbox"/>

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Lobby senior governments for shoreline stabilization assistance.	Director of Community Services	<ul style="list-style-type: none"> ERCA Province Federal government 	<ul style="list-style-type: none"> Review C.S.S. Beach Nourishment Study Pilot project scoped Partnership in place for sewer outfall project Hillman Dyke/road C studies completed

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Colchester - Point Pelee Beach nourishment	Director of Community Services	<ul style="list-style-type: none"> ERCA and Working Group MTO Point Pelee Kingsville/Essex Department of Fisheries and Oceans 		<input type="checkbox"/>		<input type="checkbox"/> ■■■■■■■■	\$800,000
2. East Beach/S.E. Leamington - E. Marsh Dyke - Road C - M'tte/Point Pelee - Shoreline (Rocks Berm)	Director of Community Services	<ul style="list-style-type: none"> ERCA Point Pelee Health and Safety Provincial ministries Dr. Schemes 	.	\$35 million for status quo	<input type="checkbox"/> \$125,000 \$100,000 \$100,000	\$2-\$4 million	

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Identify mechanisms to raise the profile of Leamington.	Mayor and CAO	Council and EDO	<ul style="list-style-type: none"> • Brand and slogan • 1 new festival/concert held • Bi-weekly radio/TV spots • Increased web hits

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Identify target market and messaging	EDO	ED Committee	<input type="checkbox"/>		<input type="checkbox"/>		
2. Develop branding and slogan	EDO	ED Committee	.	<input type="checkbox"/>	. <input type="checkbox"/>		
3. Inventory strengths of community and municipality	EDO	ED Committee	. <input type="checkbox"/>	.	. <input type="checkbox"/>		
4. Promote and market using materials illustrating strengths and strategies and radio/TV spots for Mayor and Council	EDO	Communications Committee	.	. <input type="checkbox"/>	.	<input type="checkbox"/>	
5. Foster culture of informal communications based on pride of place through residents/staff/business leaders and participate in Associations	CAO	Management Committee Council and Senior Management	. <input type="checkbox"/>	.	<input type="checkbox"/>		
6. Work with community partners to develop and promote festivals (e.g. Canada Day, Seacliff Concert Series, etc.)	EDO	Culture/Recreation	.	. <input type="checkbox"/>		<input type="checkbox"/>	

It was agreed that the senior management team will finalize these three implementation work plans and complete the remaining four for review and discussion with Council.

SUMMARY COMMENTS AND NEXT STEPS

Before adjourning, the group reviewed the expectations described at the beginning of the session and agreed that the majority were met. General feedback on the session was positive. It was felt that the agenda and focus of the session was appropriate, and that individuals were able to have frank and open discussions while at the same time being respectful of each other and differing opinions. The use of an outside facilitator kept the discussion focused and moved the agenda forward. The off-site location meant that the group was able to focus without distractions. The mixed small groups allowed for individuals to get to know each other better and share opinions and ideas, and the session provided an opportunity for Council and senior management to work together to shape the direction of the Municipality for the next four years.

The session resulted in a refreshed vision, six strategic objectives and supporting strategic actions. The group identified seven strategic priorities to begin in 2011 and developed implementation work plans including timeframes and resource requirements for three of them.

Before adjourning, the group agreed to the following next steps:

- Facilitator to produce notes summarizing the strategic planning session
- A draft strategic plan to be presented by the facilitator for approval at a Council meeting likely in late April or May, 2011
- Senior management to continue to develop the implementation plans for the priorities identified to begin in 2011
- Council and senior management to conduct an annual review of the strategic plan implementation including reporting on completed strategic actions and identifying priorities for the coming year as input into the budget process
- Results of the annual review of the strategic plan to be broadly communicated

The Mayor thanked everyone for their participation, commented on the high quality of the participation and the comments, and adjourned the session.

**ATTACHMENT:
MUNICIPALITY OF LEAMINGTON
STRATEGIC PLANNING SESSION:
MARCH 9-11, 2011**

Strategic Issues: Small Group Discussions

**ATTACHMENT:
MUNICIPALITY OF LEAMINGTON
STRATEGIC PLANNING SESSION: MARCH 9-11, 2011
STRATEGIC ISSUES: SMALL GROUP DISCUSSIONS**

Strategic Issues - Group A

- Creating economic development opportunities
- Encouraging and facilitating balanced growth
- Available serviced land, industrial, residential, commercial
- Encouraging mix use development, single and multiple residential units
- Flexible development charges and incentives
- Aggressive promotion to bring in new clients
- Customer service - help with development, municipal processes, blueprints, plans, ERCA, MOE, Essex County, etc.
- Seek upper levels of government support, money and lobby them
- Being open for business

Strategic Issues - Group B

- Promote Development
 - Leamington needs to take the lead in completing secondary plans and installing services to create development opportunities in the commercial, industrial and residential sectors in accordance with the approved official plans.
 - Example: Cervini lands
- Fiscal Management Model
 - We need to understand (define) the net value of assets and our debt loads, life cycle replacement cost and cash flow (revenue) and expenditures. Having this information will give us a better understanding of our capacity to finance future growth projects
- Environmental Quality
 - Initiate an overall green community commitment to make Leamington a leader in environmental initiatives (i.e. shoreline, agricultural, water quality, sewer separation, industrial, tourism)
 - Example:
 1. Enhanced inspections of septic tanks
 2. Shoreline: Colchester/S.E. Leamington erosion (management)
 3. Need to find a way to partner with industry/agriculture to promote environmental quality as a community partner
 4. Partner level involvement, senior levels of government
- Promote Accessibility
 - To create a plan which promotes Leamington as an accessible community
 - Example: Audible intersection lights
- Communication Strategy
(ran out of time to complete)

Strategic Issues - Group C

- Ensuring Municipality is financially viable for the long-term
- Need to increase development and investment opportunities
- Attracting visitors and promoting tourism
- Viewing all decisions through an environmental lens
- Enhancing cultural diversity
- Developing a communication plan