



Municipality of  
**Leamington**  
live | play | work



**Live. Work. Play. Stay.**  
Strategic Vision Update 2023-2026

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## A Message from the Mayor

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On behalf of Council, I am pleased to present this update to Leamington's 20-Year Strategic Vision, which sets out priorities and initiatives for this term of Council.

As I reflect on the last term of Council, and the significant changes and challenges put before us due to the COVID-19 pandemic, I am very proud of the resilience of our community and the progress that we were able to achieve, together.

Together, we made real progress on securing lands for the development of hundreds of affordable and attainable housing units, attracting new investment and jobs, particularly in agribusiness, and expanded culture and arts programming that has entertained thousands. We maintained a strong focus on continuously improving the quality and value for money of the services the Municipality delivers to residents and businesses.

This updated strategic plan builds on this progress with a focused set of realistic priorities that will grow our community as a place where people live, work, play, and stay. Our plan is focused on three strategic pillars: Growing Leamington; Building Leamington's Community Fabric; and, Striving for Organizational Excellence.

**Growing Leamington** is about continuing to facilitate our community's growth through proactive planning, creative policy, and investments in the public services and infrastructure assets needed to support smart neighbourhoods and economic development and diversification.

**Building Leamington's Community Fabric** is about maintaining and strengthening the sense of place and community that defines Leamington as we continue to welcome new residents. This will involve working within existing partnerships, and building new ones, to elevate the cultural, educational, artistic, charitable, recreational, and social exchange that contributes so much to our quality of life.

Growing Leamington and building our community fabric will be underpinned by a municipal team (Council and staff) that is focused on **Striving for Organizational Excellence** in everything that we do. This means delivering and continuously improving on the strong public policies, programs, services, and assets that underpin the long-term well-being of our community.

After a challenging last few years, we enter this new term of Council with great optimism, inspired by directions set in this strategic plan. I invite you to read through this plan and join us in making Leamington an even more wonderful place to live, work, play, and stay.

**Hilda MacDonald, Mayor**





## A Message from the Chief Administrative Officer

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We have come a long way since the approval of our 20-Year Strategic Vision in 2015.

In just the last four years, through the remarkable collaboration of Council, staff and community, we have made significant progress in creating the conditions for strong and sustainable growth in our community.

We can be proud of our work to complete the Waterfront Destination Master Plan which lays out a strong vision for a dynamic and animated waterfront. We advanced the creation of attainable housing through the acquisition of the former Leamington District Secondary School. We made new investments in the Uptown that contributed to making it an even stronger local and regional attraction. We advanced planning and policies to open up new lands for development to meet the demand for new lands for employment and residential development.

These achievements are made all the more impressive given that they occurred against the backdrop of a global pandemic, rapidly shifting provincial legislative changes and priorities, and economic uncertainty. When we created the Strategic Vision Update in 2019, none of this could have been forecast.

This Strategic Vision Update for 2023-2026 builds on our achievements to date and acts as the blueprint for the next four years. The underlying theme across the three pillars in this strategic plan is *growth*. *Growth* to be unlocked in our economy and community through strategic long-term investments in critical infrastructure. *Growth* in the demand for public services and the need to continuously improve to meet these demands with quality and efficiency. *Growth* in the connections between and among our residents and community organizations to foster the collaboration needed to achieve our shared vision for Leamington's future.

This plan aligns Administration's everyday operations with Council's strategic priorities. The initiatives set out in this plan will inform the Municipality's annual budget and business planning processes to ensure that resources are matched to the priorities set out in this plan.

Our Administration team is excited and ready to get to work implementing this plan.

**Peter Neufeld, Chief Administrative Officer**



## Introduction: Leamington's Strategic Vision Update 2023-2026

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Every municipality must make choices regarding what services to provide, what to build and where to invest. Approved in 2015, the Municipality of Leamington's 20-Year Strategic Vision set out the long-range vision for the community and provided a framework to guide Council and Administration in making choices about where to prioritize and invest public resources.



A strategic plan typically focuses on the big issues, questions and decisions facing a community, such as how to leverage opportunities for increased growth and economic development while also addressing key challenges such as the lack of affordable and attainable housing and homelessness. Unsurprisingly, many of the issues that have the most meaningful impact on – and are most meaningful to – a community do not fall neatly into the four-year terms of Council (or fall within the sole jurisdiction of a municipal council) and require sustained planning, investment, and commitment over time.

For this reason, the Municipality has committed to delivering an update to the Strategic Vision with every new term of Council. Each update will ensure the Strategic Vision remains a “living document”, reflective of the work completed, what has been achieved, changes in the community and new internal and external challenges and opportunities. In other words,



the Municipality's strategy is not cast in stone the day it is approved by Council, but is subject to periodic review to ensure that it continues to remain relevant, resonant, and reflective of the priorities and realities of the Municipality as it evolves over time.

**For 2023-2026, we present an updated vision supported by actionable initiatives and performance measures.**

The Municipality's 2023-2026 Strategic Vision Update includes:

- A refreshed collective **vision** for Administration and the community of Leamington.
- An updated **mission** that articulates the Municipality's multi-faceted role and its path to achieving the vision.
- The **values** that guide the Municipality and everything it does, from delivering services, designing and implementing policies, making investments and engaging with residents.
- Three **strategic pillars** critical to the success of the vision and the **specific initiatives** that will support the Municipality in making progress on these pillars.
- **Progress measures** for each pillar that will enable us to track and evaluate progress and to understand where we may need to course-correct to keep our community moving forward.

## Leamington's Strategic Context

***As an Administration and community, our achievements over the last several years are a source of pride.***

Leamington can be proud of the many achievements in the areas of economy, community, and infrastructure over the last four years, including:

- A comprehensive Waterfront Destination Master Plan that sets out a clear vision and actions to bring the private and public sectors together to build out this important commercial centre and cultural asset for Leamington;
- The completion of a Corporate Service Delivery Review, a By-Law Service Delivery Review, an IT Service Delivery Review, a Records Information Management Review, and a Development Approvals Review that are now informing continuous improvements to the services that the Municipality delivers to residents, businesses, and other stakeholders;
- The implementation of Development Charges that are helping Leamington make the investments needed to support development and economic diversification; and,
- A strategy to attract a partner to construct nearly 300 attainable housing units on the site of the former Leamington District Secondary School.

Looking ahead to the next four years, Council and Administration, working with the community, will carry these achievements forward and undertake new initiatives to navigate the exciting opportunities and inevitable challenges that growth is posing to Leamington.





***Looking forward, Leamington's strategic opportunity and challenge is growth:***

- Growth in population and the ethno-cultural diversity of the community;
- Growth in the housing stock and the types of housing required to accommodate new community members;
- Growth in well-established sectors of the economy such as agriculture and agribusiness;
- Growth in emerging sectors of the economy such as advanced manufacturing; and
- Growth in the programming and events that will strengthen the fabric of an already great community.

This growth will be accompanied by ongoing challenges. Challenges such as homelessness, substance use and addictions, and community safety. Challenges where Leamington will need its senior level government and regional partners to play their roles in helping people access the services and supports they need to effect positive change.

Heading into the next four years, Leamington has a strong and dedicated Council and Administration ready to guide the growth of the Municipality. The pillars and initiatives set out in this refreshed strategic plan will guide Council, Administration, and community partners in working together to help Leamington further harness its potential as a community where people choose to live, work, play, and stay.

# Strategic Plan at a Glance

## VISION

A place where people choose to live and stay because of an outstanding quality of life.

## MISSION

We lead, govern, deliver, and steward high quality public policies, services and infrastructure for the benefit of the Leamington Community.

## VALUES

Welcoming | Respectful | Solutions-Oriented | Equitable | Professional

## STRATEGIC PILLARS

### Growing Leamington

Create the conditions for commercial, industrial and residential growth through infrastructure investment that opens up lands for development.

Continue to improve existing program offerings to ensure ongoing value.

Continue to advance the Waterfront Destination Master Plan.

Continue to foster a relationship with Caldwell First Nation for mutual success.

### Building Leamington's Community Fabric

Secure development partner to build attainable housing on the former Leamington District Secondary School lands.

Support other strategic economic areas in the community through the Community Improvement Plan Grant Program.

Continue to build relationships with the University of Windsor and St. Clair College.

Create and implement an Arts and Culture Master Plan.

### Striving for Organizational Excellence

Develop a Talent Attraction and Retention Strategy.

Champion diversity, equity and inclusion in the Administration.

Continue to identify new training and education opportunities for Council and staff.

Focus on continuous improvement and modernization in service delivery.

## VISION



The vision is the shared aspiration for the future of Leamington.  
**A place where people choose to live and stay because of an outstanding quality of life.**

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## MISSION



The mission statement articulates Council's and Administration's purpose and areas where Leamington excels, to ensure that Leamington continues to be a thriving community as it grows and evolves in the years ahead.

**We lead, govern, deliver, and steward high quality public policies, services, and infrastructure for the benefit of the Leamington community.**

# VALUES

The actions, conduct and decisions of Council and Administration are guided by values that speak to who we are, how we treat each other, and how we work together to serve our residents and achieve the shared vision for Leamington's future.

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## **Welcoming**

We see every interaction with our residents, businesses, and community organizations as an opportunity to strengthen our community.

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## **Respectful**

We build and value relationships grounded in honesty and fairness.

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## **Solutions-Oriented**

We are focused on results and continuous improvement in how we serve our community.

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## **Equitable**

We treat everyone fairly and work to be inclusive in everything we do.

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## **Professional**

We thrive through a culture of openness, proactive communication and clear accountabilities.



## STRATEGIC PILLAR #1

# GROWING LEAMINGTON

Leamington is a place where people and businesses want to be and stay. As Leamington continues to grow, Council and Administration will be focused on facilitating growth through proactive planning, creative policy, and strategic investment in the public services and infrastructure assets needed to support smart neighbourhoods, economic development and diversification.

To advance Leamington's growth, Council and Administration will pursue the following initiatives:

- **Open Up New Development Lands:** Leamington will make strategic long-term infrastructure investments that increase the availability of serviced lands that will attract the high-quality jobs and new homes that come from commercial, industrial, and residential development.
- **Encourage New Uptown Business Formation and Investment:** Leamington will prioritize and implement reconstruction projects that will provide the foundation for private and not-for-profit sector business formation and investment that will make the Uptown an even more popular destination for local and regional residents.
- **Take the Waterfront to the Next Level:** Leamington will prioritize and implement the key recommendations in the Waterfront Destination Master Plan.
- **Right Sizing of Public Safety Services for Growth:** Leamington will develop and implement a Fire Master Plan that ensures an appropriate level of fire service and safety for the community.
- **Strong Government to Government Partnerships:** Leamington aspires to be a collaborative and supportive partner to the Caldwell First Nation as they establish their community. Leamington will engage in government-to-government discussions on developing partnerships that secure the quality of life for both Caldwell citizens and Leamington residents.

### Progress Measures

We will track and report on our progress in Growing Leamington against the following measures:

#### Growing Leamington

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Year-over-year increase in developable serviced lands (in acreage and density) by property class

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Growth and diversification of the Municipality's assessment base and property tax revenue (over the 2023 to 2026 period)

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Government to government engagements and partnership agreements with Caldwell First Nation

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## STRATEGIC PILLAR #2

BUILDING LEAMINGTON'S  
COMMUNITY FABRIC

Leamington is a vibrant and welcoming community. As Leamington continues to grow, Council and Administration will be focused on working with residents, businesses, and community organizations to enhance the cultural, educational, artistic, charitable, recreational, and social exchange that sustains a strong social fabric and sense of caring in our community.

To further build Leamington's community fabric, Council and Administration will pursue the following initiatives:

- **Spur Attainable Housing Development:** Leamington will undertake a fair and transparent process to secure a reputable development partner to build up to 300 attainable housing units on the former Leamington District Secondary School lands.
- **Re-Prioritize Community Improvement Investments:** Leamington will refocus the Community Improvement Plan Grant program to support the development and attraction potential of key strategic economic areas outside of the Uptown.
- **Knowledge and Innovation:** Leamington will continue to build relationships and new partnerships with the University of Windsor and St. Clair College that create labour market and applied research opportunities for Leamington residents and businesses.
- **Grow Local Arts and Culture:** Leamington will work with residents and local arts and cultural leaders to develop and implement an Arts and Culture Master Plan that sustains and grows Leamington as a place to play and stay.

**Progress Measures**

We will track and report on our progress in Building Leamington's Community Fabric against the following measures:

**Building Leamington's Community**


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Increase in diversity of housing tenure by type from 2023 to 2026

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Leamington resident perspectives and satisfaction levels with local quality of life (bi-annual community survey)

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Number of collaboration/partnership agreements with post-secondary partners

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## STRATEGIC PILLAR #3

# STRIVING FOR ORGANIZATIONAL EXCELLENCE

Public service is at the heart of Council's and the Administration's shared mission. Leamington residents, businesses, and community organizations rely on the quality of life that is enabled by strong public policies, programs, services, and assets.

As Leamington continues to grow, Council and Administration will maintain its focus and commitment to public service excellence through an ongoing program of continuous improvement, actioning the recommendations from the Service Delivery Reviews and Development Approvals Process Review. We will also invest in and celebrate the Municipality's staff to continue to deliver results for the community on a day-to-day basis.

To deliver organizational excellence, Council and Administration will pursue the following initiatives:

- **Top Quality Public Service Talent:** Leamington will pursue the development and implementation of a Talent Attraction and Retention Strategy to ensure that it has the top-quality talent at all levels of the organization to deliver high-quality public services.
- **Maintain an Inclusive Workplace:** Leamington's Administration will work to ensure that the organization is representative of the community that it serves and create opportunities for staff and management to collaborate on initiatives to enhance equity and inclusion in the workplace and the services and programs they deliver to residents.
- **Life-Long Learning:** Leamington will continually identify and strategically invest in formal and informal education and professional development programming to provide Council and staff the knowledge and tools they need to deliver excellent public service.
- **Culture of Continuous Improvement:** Leamington will continue with regular strategic reviews of its operations and complete the implementation of key recommendations from the Service Delivery Reviews.

### Progress Measures

We will track and report on our progress in Organizational Excellence against the following measures:

#### Organizational Excellence

Development and implementation of staff engagement and retention initiatives

Year-over-year staff engagement and retention levels

Leamington resident perspectives and satisfaction levels with the Municipality's programs and services



## Forward, Together

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This update to Leamington's 20-Year Strategic Vision is a roadmap for the 2023-2026 Council term that will:

- Support and guide Council decision-making;
- Underpin budget and business planning processes;
- Inform advocacy with other levels of government and our partnerships, relationships and collaborations with local and community stakeholders; and,
- Provide a framework through which Council and Administration can track, measure, and evaluate progress on the defined strategic pillars and initiatives.

This update also represents Council's and Administration's commitment to residents, businesses and visitors. This Strategic Vision Update is a "living document," and the Municipality will be nimble in responding to changes in the external environment through ongoing and regular review of the strategy to ensure that it is meeting the needs of the community.

Council and Administration will be accountable to the community for achieving results against this plan and changes to the plan will be transparently disclosed and explained. To do this, Council and Administration will regularly monitor and report progress to the community. Successes will be shared and celebrated.

Leamington's future is bright.

Leamington - Live. Work. Play. *Stay.*

For MORE INFORMATION:

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