



## **The Corporation of the Town of LaSalle**

**To:** Mayor and Members of Council

**Prepared by:** L. Silani, Director of Development & Strategic Initiatives

**Department:** Development & Strategic Initiatives

**Date of Report:** February 25, 2020

**Report Number:** DS-10-2020

**Subject:** New Strategic Plan

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### **Recommendation**

That the Town's New Strategic Plan, prepared by Strategy Corp and presented to Council at the February 25<sup>th</sup> Council meeting, BE ADOPTED.

### **Report**

The Town of LaSalle is a growing urban municipality located in Southwestern Ontario, with close proximity to international border crossings, provincial highways and a regional population in excess of 400,000 persons. The Town's population has more than doubled in the last 30 years, from 14,000 persons in 1986 to 30,180 in 2016. Utilizing the best information available, the Town is forecast to have a population in the range of 45,000 to 50,000 persons in the year 2050. This population growth will take place within the Town's approved Urban Area Boundary, in keeping with sanitary sewerage infrastructure investments that have been made to accommodate this planned growth.

LaSalle is a relatively affluent community, with average household incomes 35 percent higher than the Canadian average. These income levels are reflective of the fact that the population of the Town is more highly educated – with almost 7 in 10 adults having some form of trades, college or university education.

The Town of LaSalle has successfully used the existing Strategic Plan (prepared in 2011, and updated in 2015) to set targets and priority action items to implement key goals for the community during the last two terms of Council. The Town provides a broad range of services to the community, with a total annual budget of \$45 million and an existing work force of 150 full-time and 200 part-time employees.

Recently, Council has adopted a new Official Plan and a new Economic Development Plan for the community --- both of which are intended to assist the Town continue to responsibly manage growth and to attract new investment during both short and mid-term planning horizons.

Council is now faced with a number of key challenges and opportunities that require “smart choices” to be made. The choices that are made will have far reaching impacts on the daily lives of both existing and future residents of this growing community.

These key challenges and opportunities include but are not limited to:

- How best to facilitate the construction of new trunk infrastructure needed to support anticipated growth and new lot creation, while considering replacement, repair and maintenance of new and existing municipally owned infrastructure and facilities;
- Establishing levels of service that are financially sustainable and environmentally responsible in the long-term, and are in keeping with community expectations and abilities to pay;
- Establishing cost-effective and targeted strategies to remain competitive with neighbouring municipalities in the region ---- to ensure that the Town continues to be a desirable place to live, and is seen as being an attractive place to invest in and conduct business successfully;
- How best to develop/redevelop LaSalle’s waterfront, to expand the range of community leisure, recreation and cultural activities at that location, and to successfully attract increased housing and economic development opportunities as part of a revitalized Waterfront District;
- Establishing cost-effective strategies that are capable of anticipating and quickly adapting to evolving technological innovation, a changing climate, and regional demographic/economic changes --- in order to maintain and grow “livable/walkable/safe neighbourhoods” and “thriving/vibrant districts” for a community that is forecast to grow to approximately 50,000 persons by the year 2050.

In July of 2019, Council engaged Strategy Corp to assist with the preparation of a new Strategic Plan for the Town. For this new Plan to be effective, it was imperative that:

- it incorporated the views of a broad cross-section of the community and staff working at all levels in the organization;

- it was “forward-thinking” and inclusive in terms of the resources and community partners that will be needed to assist with its implementation over a 30 year planning horizon;
- key priority actions were identified, in order that necessary resources could be allocated over time, and both internal and external “Champions” could move forward with various initiatives that would collectively contribute to a successful implementation in keeping with community expectations and ability to pay.

In the Summer/Fall of 2019, Strategy Corp held a number of Workshops and Stakeholder/Community Engagement sessions. Public Open Houses were also held, and an on-line survey was completed. All of these actions were aimed at obtaining input, feedback and recommendations from members of Council, Town Staff, Business/Community Leaders, and from as many LaSalle residents as possible.

The community engagement, consultation and feedback will be the subject of a future report to Council.

A draft Strategic Plan was prepared in January 2020 and made available to the LaSalle Community, Staff and to the Stakeholders that participated in the initial 2019 workshops and community engagement sessions.

Based on all of the feedback that has been received, Strategy Corp have prepared a final draft of the Town’s New Strategic Plan. A copy of this final draft is attached to this Staff Report.

Strategy Corp will be in attendance at the February 25<sup>th</sup> Council meeting to present the contents of the new Plan, and to answer any questions.

This Plan, once adopted by Council, will be an important document that will be used to guide decision making at all levels in the organization --- ensuring that required resources and staff time are being allocated to the priority action items and strategic goals that are set out in the new Strategic Plan.

Senior Staff are pleased with the positive responses that have been received from the community, and support the goals and action items articulated in the new Strategic Plan. It will allow us to build on the successes that have been achieved to date, and to continue to improve the quality of life for LaSalle residents, and to provide the necessary infrastructure and services in a professional, timely and fiscally and environmentally responsible manner.

## **Consultations**

A broad range of community/stakeholder consultations were held at various stages, leading up to the preparation of the final draft of the new Strategic Plan document.

## **Financial Implications**

Resources will be allocated by Council as part of the annual budget deliberations, in order to implement key priority action items.

## **Prepared By:**

A handwritten signature in black ink, appearing to be 'A. J. C.', written in a cursive style.

Director, Development and  
Strategic Initiatives

### Link to Strategic Priorities

yes	Expanding and diversifying our assessment base
yes	Effectively communicating the activities and interests of the Town
yes	Managing our human and financial resources in a responsible manner
yes	Promoting and marketing LaSalle
yes	Promote a healthy and environmentally conscious community

### Communications

	Not applicable
yes	Website
yes	Social Media
yes	News Release
	Local Newspaper
	Bids & Tenders
	Notification pursuant to the Planning Act

### Notifications

Name	Address	Email

**Report Approval Details**

Document Title:	New Strategic Plan.docx
Attachments:	- LaSalle Strategic Plan Final February 2020.pdf
Final Approval Date:	Feb 13, 2020

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



Chief Administrative Officer

Joe Milicia