

## Forward Plan Report to the 2017 AGM

In 2017, the LMS Board created a work group to assist in developing a forward plan on the major LMS mandates (heritage, tourism, waterfront access, and marina operations), as well as engagement of the community (members, volunteers, moorers, Town of Ladysmith, and Stz'uminus First Nation).

The Work Group conducted a limited member survey and worked with the Board to establish objectives and priorities. The higher priority action items and status are:

Priority	Status
Develop a longer term plan for maintenance of marine assets to enable multi-year budgeting.	An upgrade of C-Dock in 2018-19 is approved, and breakwater upgrade options are being explored.
Put in place a volunteer revitalization plan.	A potential project coordinator has been identified and will hopefully soon be in place.
Improve parking, public access, and security.	Underway (eg. valet parking and security cameras)
Build a clear and compelling vision of what "serve the community" means in the next 5 years and a measureable plan to attain that vision.	Draft mission and vision statements have been created and priority actions established. Forward Plan work to continue into 2018.
Engage actively in the Waterfront Plan.	Task Force established comprising Gerry Beltjens, Peter MacHardy, Rod Smith, Dan Lutz, Barrie McDonald and Doug Bell.
LMS Board to significantly update its operations, as for example: <ul style="list-style-type: none"> <li>• regular discussion of the 3-5 year time frame</li> <li>• establish core values to guide decisions and behaviors</li> <li>• regular discussion and follow up on initiatives</li> </ul>	To be addressed in development of Board agendas and conduct.
Create a 3-5 year finance plan with capital replacement, revenue projection and risk analysis.	In process for 2018
Board has a strong consensus on the key strategic relationships, who is accountable, the key messages and implementation of same.	In process for 2018
Board and staff must foster a culture of sincere appreciation and valuing of everyone's contributions that embraces members, volunteers, moorers, residents, visitors, and other organizations.	Referred to HR Committee.

Draft: Our **mission** is to serve the community through waterfront access, protecting maritime heritage, promoting tourism, and operating a community marina.

Draft: Our **vision** is to inspire the community to share cultures, celebrate, learn and enjoy a vibrant waterfront.

Work on the Forward Plan will continue through 2018 toward becoming a strategic plan for LMS.

Respectfully submitted by the Forward Plan Work Group : Dan Lutz, Rod MacNeil, Alan Newell, Rod Smith, Barrie McDonald and Doug Bell