



Strategic Plan Priorities Update

1. Restoring safe use of Lakefront facilities and creating a plan for sustainable improvement of the shoreline.

We will be hosting virtual and in-person engagement opportunities with homeowners and all other Lakesiders. The first round of Town Hall Meetings will begin with western lakefront homeowners and second round of Town Hall Meetings will be open to all Lakesiders. Both of these meetings will be preceded with online informational videos sharing potential lakefront solutions. The goal of the videos and the meetings is to help create a consensus among the homeowners and all Lakesiders for the best solution to fix the shoreline. This type of community engagement will be standard from Lakeside leadership as we believe outreach of this type demonstrates Lakeside's commitment to transparency.

We are also applying, and in some cases re-applying, for grant money. One of our challenges in obtaining grants is that Lakeside is currently deemed private property by the Ohio Department of Natural Resources (ODNR). Our counter response is that nine months out of the year the lakefront is freely accessible to the public. We will continue to build our case to the ODNR and other funders.

2. Develop a Comprehensive Financial Plan and Comprehensive Fundraising Plan

- a. Preparation has begun for a Zero-Based Budgeting System, meaning all departments will delineate their budget allocations. The past practice was to give each department a block sum of money, and the supervisors decided independently how to use the money. The Zero-Based Budgeting System will enhance accountability.
- b. An inventory of our facilities will be completed in November to identify the priorities for capital improvements. This inventory work, previously initiated by Jim Switzer, director

of historic preservation, design review, and municipal projects, will allow us to better project maintenance costs over the next five years, allowing us to be proactive instead of reactive to maintenance needs.

- c. Another funding opportunity identified by the Association Board is the New Community Authority (NCA). The Board's NCA committee has recommended to not pursue NCA authorization for Lakeside this year due to insufficient time to engage and inform our residents about the NCA. We are in the process of organizing a comprehensive information and community outreach campaign to inform homeowners about NCA and its implications.
- d. Talks were held with the Ottawa County Development Corporation and Danbury Schools regarding other sources of funding, such as Tax Increment Financing (TIF). After discussions, it has been determined this not a viable option at this time.
- e. Planning has begun for a significant capital campaign to be launched in phases beginning in 2023. In my roles as president of the Association and Foundation, I will be recommending a joint meeting of both boards for the purpose of creating a balanced, well-organized and comprehensive plan.

3. Develop a comprehensive branding, marketing, and communication plan.

- a. The marketing team is currently working to define and develop brand identity and target markets through a comprehensive plan.
- b. The development of a new website, which must be completed in phases, is crucial to this plan and already underway.

4. Modernize technology for the guest experience including online and digital presence.

- a. We have contracted with our former gate supervisor, Pat Castanaras, to study and make recommendations on our gate processes, hotel reservations, ticket purchases and the necessary supporting technology for these components. Pat has extensive understanding of our technology from her work at Lakeside and a long career in technology with AT&T.

5. Target programming to attract and engage youth and families.

- a. The programming team is currently exploring opportunities for expanded, year-round youth programming to be offered via digital platforms.
- b. The programming will be designed so that children and families can experience Lakeside all year, interactively and together.

6. Develop well-defined historic and preservation criteria and standards.

- a. An inventory of all Lakeside properties was conducted to determine which properties have historical significance and why they have historical significance. The survey findings will be forthcoming.
- b. This updated inventory will serve as the basis for identifying which design elements are historically significant and which are not, allowing us to better maintain our community's historical integrity.

7. Establish the plan for a 150-year anniversary celebration.

- a. A committee to conduct this work has been formed and is well underway in their planning.
- b. Lakeside released a survey in August and is still receiving suggestions from the community on programs, activities, events, and speakers for the 150th celebration.
- c. Lakeside has already begun fundraising through the formation of a Sesquicentennial Society launched in October. More than 60 friends of Lakeside have joined and donations are continuing to come in. These donations will help Lakeside celebrate without imposing additional fees or impinging on already constrained annual budgets.
- d. Updates on the Sesquicentennial Committee's work will continue to be communicated as they move forward in their planning.

8. Develop a plan to improve the gate experience and traffic flow both entering and throughout Lakeside to ensure increased safety and guest satisfaction.

- a. The gate experience study along with planning that Pat Castanaras will be spearheading and the MKSK traffic study will serve as the starting point for this important work.