



2022-2027

Strategic Plan

TOWN OF NIAGARA-ON-THE-LAKE



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Message from the Lord Mayor

With the active involvement of Council Members, residents, community stakeholders, and Town Staff, I am thrilled to present the 2022-2027 Niagara-on-the-Lake Council Strategic Plan. This comprehensive plan acts as a guiding roadmap, defining measurable goals and priorities that will shape the future of Niagara-on-the-Lake during Council's term. It consistently focuses Council's actions and decision-making processes.

Strategic planning is a crucial process that establishes a vision, defines direction, and formulates long-term objectives. It encompasses specific plans to achieve these objectives, their implementation, and subsequent evaluation. This process offers numerous advantages, such as providing a clear sense of direction, anticipating potential risks, and fostering accountability.

Through extensive collaboration and thoughtful consideration, Council has developed a thorough Plan to lead the future of our community. The Plan acts as a continuous guide and involves actionable steps to obtain our identified priorities, positioning our Town for success and directing our community toward a promising and prosperous future.

Through regular progress reports provided by Town Staff, Council will remain well-informed regarding completed milestones, ongoing initiatives, and upcoming projects. This process guarantees that strategic decisions are made in alignment with the Plan, fostering a cohesive and coordinated approach.

It is with great pride that Council presents this Plan, which outlines our forthcoming initiatives. The dedication and effort invested in this endeavour are truly commendable, and I encourage all readers to explore the intricate details of what lies ahead for Niagara-on-the-Lake and follow along as we achieve success together.

Thank you for your continued support and commitment to our beautiful community.



Lord Mayor Gary Zalepa



NIAGARA-ON-THE-LAKE
2022-2026 **Town Council**



**Lord Mayor
Gary Zalepa**



**Deputy Lord Mayor/Councillor
Erwin Wiens**



**Councillor Tim
Balasiuk**



**Councillor Gary
Burroughs**



**Councillor Wendy
Cheropita**



**Councillor Maria
Mavridis**



**Councillor
Sandra O'Connor**



**Councillor Nick
Ruller**



**Councillor Adriana
Vizzari**

OUR COMMUNITY
AT A GLANCE

19,088
POPULATION (2021)

51.3
AVERAGE AGE OF THE
POPULATION (2021)

8,290
IN THE LABOUR FORCE (2021)

131.35
SQUARE KILOMETRES OF
LAND AREA (2021)

145.3
POPULATION DENSITY
PER SQUARE KILOMETRE (2021)

STATISTICS CANADA, 2021 CENSUS

Strategic Plan Process



Vision

Enriching and protecting our heritage, agriculture and natural beauty, while creating a resilient, vibrant and welcoming community for all.

Mission

To efficiently deliver a high standard of municipal services and dependable infrastructure to support the community and to take leadership in planning, decision-making and policy development to ensure a healthy and financially sustainable future.

Diversity, Equity, & Inclusion *Lens*



Cultivating a welcoming and inclusive community, this Strategic Plan embeds a lens of diversity, equity, and inclusion into all decisions to remove systemic barriers and foster a sense of belonging.

Environmental Stewardship *Lens*

Integrating an environmental stewardship lens into all aspects of our Strategic Plan ensures responsible and sustainable resource management, advancing a harmonious relationship between the community and the environment.



Vision

Mission

Diversity, Equity & Inclusion Lens

Environmental Stewardship Lens



**Vibrant &
Complete
Community**



**Good
Governance**



**Enrich Community
Assets, Environment,
& Infrastructure**



Optimize Organizational Excellence



Vibrant & Complete Community

Protect distinct community assets and sustain a high quality of life for our residents by planning for progress, fostering a thriving economy, collaborating with partners to deliver services, and developing long-term strategies and plans to prepare for the future.

Planning for Progress

- **Official Plan**
 - Adopt Official Plan
- **Planning for Progress Initiatives**
 - Review Comprehensive Zoning By-law
 - Review and expand Heritage Conservation District
 - Designate heritage properties and areas
 - Complete Glendale Secondary Plan
 - Update Secondary Plans
 - Prepare development guidelines and supporting documentation
 - Create training manual and conduct heritage training
 - Execute Region/Town Planning Service Agreement

Economic Development & Community Partnerships

- **Economic Development**
 - Attract and retain businesses
 - Complete Business Retention and Expansion Program
 - Diversify tax base
 - Collaborate with local economic drivers, such as Niagara College, Niagara District Airport, Niagara Parks Commission, Parks Canada, and Shaw Festival Theatre
- **Community Partnerships**
 - Boost communications to villages and rural area
 - Write and finalize Memorandums of Understanding (MOU) with the Chamber of Commerce, NOTL Tourism, and NOTL Museum
 - Identify industry-specific support opportunities (i.e. Agriculture, Arts and Culture, Hospitality, Innovation, Tourism)
 - Develop additional youth and family programs and amenities

Strategies & Masterplans

- **Strategies & Masterplans**
 - Tourism Strategy
 - Finalize and implement Tourism Strategy
 - Municipal Accommodation Tax Program
 - Update By-law, develop project criteria, and execute program
 - Affordable and Attainable Housing Plan
 - Assess housing needs, availability, and spectrum
 - Parks and Recreation Masterplan
 - Adopt Parks and Recreation Masterplan

Indicators of Success

- Adopt new Official Plan
- Accomplish top priority action items in Planning for Progress document
- Sign Region/Town Service Agreement

- Track engagements resulting in business retention, expansion and attraction
- Establish engagement with villages/rural area
- Approve MOUs with community partners
- Increase youth/family programs and amenities

- Adopt Tourism Strategy
- Approve MAT project criteria and funding
- Complete housing needs assessment
- Adopt Parks and Recreation Masterplan



Good Governance

Demonstrate responsible and transparent governance by committing to strong fiscal management, exploring shared service opportunities, and engaging in advocacy efforts to represent the interests of our community.

Financially Sustainable Future

- **Sustainable Capital Investments**
 - Explore funding opportunities to close the gap on capital investments
- **Revenue Generation**
 - Research sponsorship and donation prospects
 - Review user fees and cost recovery opportunities
 - Undertake Building Fee Review
 - Undertake Planning Application Fee Review
- **Efficiencies and Cost Reductions/Avoidances**
 - Seek opportunities through annual budget process

Shared Services

- **Shared Services**
 - Investigate shared services with the Region and Local Area Municipalities, such as:
 - Support physician recruitment
 - Identify and increase healthcare infrastructure
 - Coordinate Chief Building Officer approaches
 - Advance AODA compliance
 - Further procurement coordination
 - Align climate change action and responses
 - Collaborate with Niagara Peninsula Conservation Authority
 - Sign Conservation Authority Act Memorandum of Understanding (MOU)
 - Continue collaboration on Niagara River Remedial Action Plan
 - Support 2Billion Trees Program

Advocacy & Government Relations

- **Advocacy Strategies**
 - Generate and update a list of priority advocacy issues such as:
 - Agriculture
 - Education
 - Healthcare
 - Housing
 - Infrastructure (Irrigation)
- **Government Relations**
 - Seek grant funding opportunities
 - Enhance 2-way communications with all levels of government
 - Liaise with agency, boards, and commissions, such as:
 - Niagara District Airport
 - Niagara Parks Commission
 - NOTL Hydro
 - NOTL Library Board
 - Parks Canada Agency
 - School Boards

Indicators of Success

- Develop 10-year Capital budget plan with funding strategies
- Create a Sponsorship/Naming Policy
- Complete Building and Planning Application Fee Reviews

- Monitor qualitative and quantitative successes of implemented Shared Services
- Sign Shared Services Agreements and MOU

- Track number of delegation meetings
- Measure success of advocacy efforts
- Increase grant application submissions and success rate



Enrich Community Assets, Environment, & Infrastructure

Enrich and preserve community assets by maintaining and promoting a sustainable natural and built environment, and investing in physical and green infrastructure to support residents, businesses, and visitors needs now, and for the future generations.

Assets

- **Asset Management (Physical & Green)**
 - Develop Asset Management Plan
 - Collect Data
 - Inventory current levels of service
 - Assess current asset performance and condition
 - Determine lifecycle management plan and financial strategy
 - Develop Natural Assets Plan
 - Create Arts and Culture asset map

Environment

- **Sustainable Natural Environment**
 - Implement Climate Change Adaptation Plan (CCAP):
 - Integrate into plans, policies, By-Laws and standards
 - Build urban forest resiliency
 - Reduce flooding risks
 - Support public awareness and education
 - Develop Invasive Species Plan
 - Commence research and community engagement for Waterfront Plan
 - Collect data and research for Coastal Protection Program
 - Adopt Tree Management and Conservation Plan

Infrastructure

- **Infrastructure Investment (Physical & Green)**
 - Review Facilities and Land Optimization
 - Inventory surplus/vacant lands
 - Develop plan for former hospital site
 - Establish highest and best use process
 - Integrate sustainability and green infrastructure principles
 - Adopt Transportation Master Plan
 - Develop Master Services Plan
 - Continue implementation of the Irrigation Master Plan
 - Establish Glendale Eco-Park

Indicators of Success

- Determine current and proposed levels of service, funding needs, and asset lifecycles
- Establish State-of-Good-Repair Program
- Complete Arts and Culture assets mapping

- Secure full-time resource for implementation of Climate Change Adaptation Plan
- Increase education methods about invasive species
- Analyze data to determine next steps for Waterfront Plan and Coastal Protection Program

- Create inventory of vacant/surplus lands
- Develop plan for former hospital site
- Adopt Transportation Master Plan
- Advocate for irrigation system to be considered infrastructure



Optimize Organizational Excellence

Cultivating efficient and effective organizational initiatives that foster collaboration, and continuous improvement by transforming service delivery through innovation, delivering exceptional customer experience journeys, and championing a dynamic workforce and culture.

Communication Lens: Effective communication serves as the key to successfully informing stakeholders, both internal and external, of our progress and successes in advancing our strategic plan. Making decisions through the lens of communication ensures messages are effectively conveyed and the most suitable methods are used to achieve our goals.

Streamline & Modernize

- **Streamline Processes**
 - Execute Lean Process Reviews
 - Enhance Planning Division processes
- **Modernization Initiatives**
 - Seek digital transformation opportunities
 - Create and implement Cybersecurity Plan
 - Accomplish key priorities of Fleet Services Review
 - Update Enforcement Plans such as:
 - Anti-Idling
 - Nuisance Lighting
 - Short Term Rentals
 - Special Events

Customer Experience

- **Customer Experience**
 - Develop a Customer Experience Plan
 - Consider multi-faceted service options and methods
 - Maintain a robust training model
- **Communications**
 - Create Community Engagement Plan
 - Define engagement strategies
 - Consider new tools to enhance engagement
 - Commence Corporate Communication Plan
 - Develop branding guidelines
 - Establish social media guidelines
 - Create communication templates
 - Streamline communications processes
 - Standardize advertising efforts

Culture & Workforce

- **Culture and Workforce**
 - Develop and implement People Strategy that includes:
 - Strengthen recruitment and retention strategies
 - Foster leadership and learning
 - Prepare succession plans
 - Optimize and Promote Volunteer Firefighter Model
 - Implement the Fire Services Strategic Plan
 - Strengthen Volunteer Firefighter Recruitment and Retention
 - Enhance Fire Public Education Opportunities
 - Employ diversity, equity, and inclusion strategies to inform internal practices and service delivery
 - Advance Truth and Reconciliation Calls to Action

Indicators of Success

- Monitor fleet centralization cost reductions and cost avoidances
- Report Enforcement Plan Updates annually

- Increase levels of community engagement
- Increase services that can be completed online (i.e. self-serve)

- Endorse People Strategy
- Document diversity, equity, and inclusion and Truth and Reconciliation plans

Council Strategic Plan 2022-2027

Vision

Enriching and protecting our heritage, agriculture and natural beauty, while creating a resilient, vibrant and welcoming community for all.

Mission

To efficiently deliver a high standard of municipal services and dependable infrastructure to support the community and to take leadership in planning, decision-making and policy development to ensure a healthy and financially sustainable future.

DIVERSITY, EQUITY, & INCLUSION LENS

ENVIRONMENTAL STEWARDSHIP LENS



Vibrant & Complete Community

- Planning for Progress
- Economic Development & Community Partnerships
- Strategies & Masterplans



Good Governance

- Financially Sustainable Future
- Shared Services Strategy
- Advocacy & Government Relations



Enrich Community Assets, Environment, & Infrastructure

- Assets
- Environment
- Infrastructure



Optimize Organizational Excellence

COMMUNICATION LENS

- Streamline and Modernize
- Customer Experience
- Culture and Workforce



Thank you

Niagara-on-the-Lake!

This document will serve as Council's roadmap, guiding and focusing decisions over the next four years, prioritizing the needs and aspirations of our community.

Moving forward, we commit to providing progress reports, and sharing accomplishments, ensuring transparency and accountability.

Together, we will continue building a vibrant and welcoming community for all.

CONNECT WITH THE TOWN

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