



NEWS RELEASE

Strategic Plan Update Shows Strong Progress in Niagara-on-the-Lake

For Immediate Release

October 2, 2025

Last week, Council received an [update](#) on its 2022–2027 Strategic Plan showing that 70% of all indicators of success are now Complete, On Target, or Above Target.

“This update demonstrates the Town’s steady progress on the priorities set out in the Strategic Plan,” said Lord Mayor Gary Zalepa. “We are seeing real results across all areas of focus, and I am proud of the work Staff are doing to deliver on Council’s vision for Niagara-on-the-Lake.”

The Strategic Plan provides a five-year roadmap built around four key pillars: Vibrant & Complete Community, Good Governance, Enrich Community Assets, Environment & Infrastructure, and Optimize Organizational Excellence. Since its adoption, Town Staff have worked to align initiatives and priorities across departments, ensuring clear, measurable results.

As of the second quarter of 2025, notable progress includes:

- 53 indicators of success were marked Complete, up from 35 just six months ago.
- Only 7 initiatives remain Not Started, down from 20 at the end of 2024. These items are on track, with several scheduled to begin later in 2025 and others anticipated to move forward in 2026, consistent with the Strategic Plan timeline.
- 5 items are performing Above Target, signalling success beyond the set targets.

Strategic highlights from January to June 2025 include:

Pillar: Vibrant & Complete Community

- Heritage Conservation District boundary approved; Phase 2 underway.
- First draft of the Official Plan released.
- Progress made on the Former Hospital Site, Special Events Review, and Site Alteration By-law.
- Glendale Secondary Plan adopted.
- Municipal Accommodation Tax funding criteria approved.

Pillar: Good Governance

- Requests for Proposals (RFPs) issued for key financial studies, including:
 - Application Building Fees Review
 - Planning & Building Fees Review
 - Development Charges Study
 - Community Benefits Charge Study

Pillar: Community Assets, Environment & Infrastructure

- Work underway on the Asset Management Plan, led by a consultant.
- Hired a Climate Change Coordinator in Q1, and several environmental Indicators of Success were initiated.

Pillar: Organizational Excellence



- Hired a full-time Fleet Mechanic to improve service capacity.
- Leadership Program developed and piloted.
- Results from an employee satisfaction survey are helping shape a new Staff Experience Plan.

The Strategic Plan's lenses of Diversity, Equity & Inclusion (DEI) and Environmental Stewardship are embedded across all four pillars, with significant work actively underway in both areas, including the StopGap Ramp Program to reduce storefront barriers, DEI criteria in procurement, community education on environmental priorities, invasive species management, and data collection to support long-term sustainability.

For a full breakdown of all Action Items and Indicators of Success, including detailed statuses, please refer to [Appendix I: Strategic Plan Mid-Term Report](#).

“With 70% of our indicators of success now complete or on track, the Town is in a strong position as we move into the final years of this Plan,” said Chief Administrative Officer Nick Ruller. “Staff remain focused on advancing key initiatives while ensuring accountability and transparency through public reporting.”

The next Strategic Plan progress report, covering results for the full 2025 calendar year, will be presented to Council in January 2026.

Residents can continue to track the Town’s progress through the Strategic Plan Dashboard, which provides public access to updates on all action items and indicators of success. View the [dashboard](#).

Read the [Strategic Plan Update Report](#).

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