



## NEWS RELEASE

# Niagara-on-the-Lake is 74% Through its 2022–2027 Strategic Plan

For Immediate Release

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The Town of Niagara-on-the-Lake has entered the final year of its 2022–2027 Strategic Plan with strong momentum, reporting that 74% of its Indicators of Success are either complete, on target, or exceeding expectations as of the end of 2025.

[The 2025 year-end update](#), presented to Council on February 10, 2026, shows that 94 out of 127 strategic indicators are progressing positively. Of those, 63 initiatives, nearly half of all actions in the Plan, have already been fully completed.

“This progress reflects Council’s commitment to delivering meaningful results for our community,” said Lord Mayor Gary Zalepa. “On behalf of Council, I want to thank Staff for their dedication and focus in bringing so many of these priorities to life. With nearly a year remaining in the Plan’s timeline, we are proud of what has been accomplished and confident in the strong foundation that has been built for the future.”

Approved in July 2023, the Strategic Plan established four key pillars to guide the Town’s work: Vibrant & Complete Community; Good Governance; Enrich Community Assets, Environment & Infrastructure; and Optimize Organizational Excellence.

Below is a list of some of the completed initiatives from 2025 across the organization:

- Release of the first draft of the Official Plan, supported by public consultation and engagement
- Completion of five new heritage property designations
- Presentation of the Parks & Recreation Master Plan
- Growth in youth and family programming, with aquatics participation up 25% and camps up 18%
- Transition of four municipal vehicles to hybrid models
- Completion of six Climate Change Adaptation Plan initiatives, with more initiatives underway



- Approval of updated building and planning application fees to support cost recovery
- Implementation of a new Enforcement Policy and Administrative Monetary Penalty System (AMPS) amendments
- Continued rollout of the Town's Customer Relationship Management (CRM) system

The Town also completed an inventory of current service levels and asset conditions, providing critical data to guide long-term infrastructure and asset management planning.

The report notes that the number of completed initiatives has steadily increased since the mid-term update, while the number of initiatives not yet started has dropped significantly. While 26 indicators are currently listed as below target, Staff have developed action plans to address challenges and maintain forward momentum.

“Staff have kept Council’s Strategic Plan front and centre in their daily work,” said CAO Nick Ruller. “Balancing day-to-day operations while advancing long-term strategic initiatives requires dedication, coordination, and resilience. I want to thank our teams across all departments for their hard work and commitment to delivering on Council’s vision for Niagara-on-the-Lake.”

A final Strategic Plan report will be brought forward near the end of Council’s term in 2026 to summarize overall achievements. In parallel, Staff have begun preparatory work for the next Strategic Plan cycle, including a Strategic Plan Readiness Framework to incorporate lessons learned and strengthen implementation models.

The current Strategic Plan remains in effect through 2027, with continued focus on completing high-impact, longer-term initiatives.

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