



Office of the Lord Mayor

Town of Niagara-on-the-Lake

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March 4, 2026

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON

The Honourable Rob Flack
Minister of Municipal Affairs and Housing
Toronto, ON

Cc: Bob Gale, Regional Chair, Niagara Region

Premier Ford and Minister Flack,

On behalf of Niagara-on-the-Lake Town Council and our community, I am writing regarding the Province's consideration of municipal restructuring and any proposal that would see Niagara-on-the-Lake subject to amalgamation.

This letter forms part of a broader submission package prepared by the Town to provide detailed financial, operational, planning, and governance analysis. Together, these materials demonstrate clearly and objectively that Niagara-on-the-Lake is financially stable, operationally strong, and capable of continuing as an independent municipality. We respectfully ask that this correspondence be considered in the context of the full evidentiary record.

At the outset, I wish to acknowledge the Province's continued support of Niagara-on-the-Lake. The Government of Ontario has been a strong partner to our community. Provincial investments in projects such as our irrigation infrastructure and the Shaw Festival Royal George redevelopment, among many others, have strengthened our economy, supported heritage, agriculture and culture, and reinforced Niagara-on-the-Lake's role as a destination of provincial and international significance. We are grateful for that partnership.

Niagara-on-the-Lake is committed to advancing provincial priorities. We are supporting housing supply targets through efficient planning processes. We are protecting specialty crop lands and strengthening food security. We are managing infrastructure responsibly. We are contributing to Ontario's tourism economy. In many respects, our small but mighty Town is already delivering on the outcomes the Province seeks across Ontario.

We recognize and respect the Province's authority to modernize municipal governance. We share your objectives of accountability, efficient service delivery, and long-term fiscal sustainability. Niagara-on-the-Lake is prepared to be a constructive partner in reforms that demonstrably improve outcomes for residents across Niagara. However, structural change of this magnitude should proceed only where a measurable public benefit can be demonstrated. To date, Council has not been presented with a formal business case, financial model, or service delivery review establishing that amalgamation would improve services, reduce costs, or strengthen accountability for our residents. As we have stated publicly, restructuring must begin with evidence.

In that spirit, and as outlined in the joint letter to the Province and the Regional Chair, Niagara-on-the-Lake has joined with seven other local municipalities in opposing forced amalgamation and proposing a joint Reform Agenda. This is Niagara stepping up - not standing in the way. This agenda supports evidence-based modernization while protecting local accountability.

The proposed review would examine the following areas:

- Establishing one or more Water and Wastewater Public Corporation(s) under the Water and Wastewater Public Corporations Act, 2025.
- Subject to a financial review, reforming local and regional services to drive savings and deliver better value for every tax dollar – such as transitioning the Regional road network and remaining services such as Social Services, Public Health and EMS to locally-governed Public Service Boards.
- Reducing the number of politicians by streamlining councils to reflect the needs and scale of each community.

These reforms reflect a willingness to pursue meaningful governance modernization grounded in fiscal responsibility, service clarity, and measurable public benefit.

Niagara-on-the-Lake is strongly opposed to forced amalgamation because our responsibilities and assets are uniquely local in nature and require focused stewardship.

Niagara-on-the-Lake is the first capital of Upper Canada and remains one of Ontario's most historically significant communities. Our heritage conservation district, individually designated properties, and cultural landscapes are central to our identity and economic vitality. Heritage protection here is not symbolic. It is a core municipal function requiring specialized local expertise, consistent oversight, and direct accountability to the community.

Our agricultural base is equally significant. The vast majority of our land base is rural or agricultural, including provincially significant specialty crop and tender fruit lands. These lands are foundational to Ontario's agri-food and wine economy. Local planning authority ensures that decisions remain context-driven and protective of long-term agricultural viability. Amalgamation risks diluting that focus and shifting priorities toward broader urban growth pressures.

Niagara-on-the-Lake also plays a foundational role in the regional tourism economy and in Destination Niagara's success. As one of Ontario's most recognized world-class destinations, our historic Old Town, wineries, culinary sector, waterfront, and performing arts institutions draw millions of visitors annually and generate significant provincial economic activity. The Town's investments in placemaking, heritage conservation, agricultural stewardship, and infrastructure management directly support Destination Niagara's regional marketing efforts and enhance Ontario's global tourism brand.

Governance stability and local responsiveness are essential to maintaining investor confidence, brand integrity, and service quality in a destination economy of this scale. Any restructuring that undermines local decision-making authority introduces uncertainty not only for our municipality, but for the broader Niagara tourism economy and the Province of Ontario.

Niagara-on-the-Lake also maintains responsibility for key municipal assets and infrastructure, including utility services and significant employment and airport lands that require careful local oversight and accountability. Decisions affecting these assets must remain directly aligned with the residents and businesses who depend on them.

Council has expressed clear concerns that amalgamation could dilute local representation, redistribute responsibly managed reserves and tax base capacity, disrupt responsive service delivery, and compromise agricultural and heritage stewardship. Structural consolidation does not automatically produce efficiency. Without compelling evidence of public benefit, forced amalgamation presents a material risk.

Niagara-on-the-Lake supports collaboration. We support modernization where it is evidence-based and outcome-driven. We are prepared to participate in transparent governance and service-delivery reviews to assess opportunities for improvement. We cannot support structural change imposed in the absence of demonstrable benefit.

Ontario's small towns matter, particularly those that serve as provincial economic engines in agriculture, culture, heritage, and tourism. Niagara-on-the-Lake is not only a municipality. It is a provincial asset whose stability contributes to Ontario's brand, economy, and identity.

We respectfully request that the Province carefully consider the full submission package provided by the Town and rule out forced amalgamation for Niagara-on-the-Lake. We would welcome the opportunity to meet to discuss our analysis in greater detail and continue working together to support shared provincial priorities.

Sincerely,



Lord Mayor Gary Zalepa



LOCAL GOVERNANCE

in Niagara-on-the-Lake



March 4, 2026

Town of Niagara-on-the-Lake, Ontario

www.notl.com

TABLE OF CONTENTS

COMMUNITY PROFILE	2
GOVERNANCE STRENGTH INDICATORS	
Fiscal Stability	3
Infrastructure & Asset Management	4
Housing & Development Efficiencies	5
Economic Resilience & Tourism Management	6
Agriculture & Land Stewardship	7
Public Safety & Volunteer Fire Model	8
Modernization, Fleet Management & Provincial Grant Stewardship	9
Workforce Capacity & Continuity	10
CONCLUSION: RESPONSIBLE GOVERNANCE	12
APPENDICES	
Appendix 1 - Joint Letter from the Lower-Tier Municipalities of Niagara Region	i
Appendix 2 - Letter from Niagara-on-the-Lake Hydro	iv
Appendix 3 - Letter from the Virgial Business Association	v
Appendix 4 - Other Corporate Efficiencies	vii

COMMUNITY PROFILE

COMMUNITY SNAPSHOT



19,088
Population



8,386
Households



3 Million
Annual Visitors



18,360
Agricultural Acreage



450+
Heritage Properties on
Municipal Register

ECONOMIC KEY SECTORS



Agribusiness
\$169M gross farm receipts



Manufacturing
825 jobs



Tourism Sector
3,350 jobs

MUNICIPAL GOVERNANCE HIGHLIGHTS



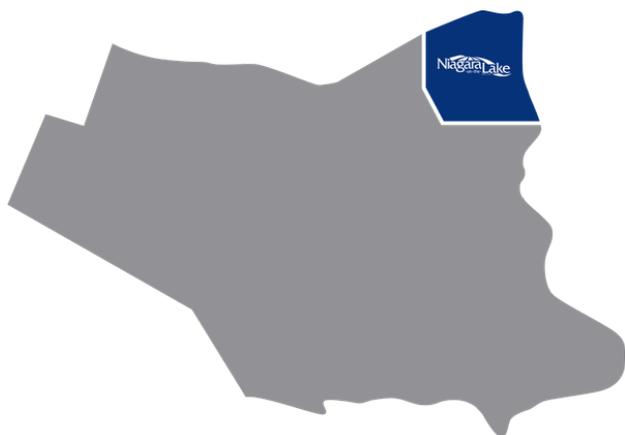
Council Composition
1 Lord Mayor
8 Councillors, voted at large



Staffing
112 Full-time Employees
85 Seasonal Employees
*Non-Unionized Workforce



Volunteer Firefighting Model
110 Volunteer Firefighters
10 Volunteer Public Educators
5 Fire Stations



FISCAL STABILITY

Niagara-on-the-Lake maintains a conservative debt profile and strong reserve levels, supporting long-term financial sustainability without transferring risk to the Province. The municipality balances affordability with responsible, service-focused fiscal management.

1.7%

Debt
Servicing
Ratio

(2024)

Prov. avg 4.2%
for 2024

62.2%

Reserve
Fund
Levels

(2024)

Prov. avg 72.6%
for 2024

160%

Reserves
as % of
Own
Purpose
Taxation

Prov. avg 131.3%
for 2024

2.19%

2026
Municipal
Levy
Increase

Delivered Under
Strong Mayor
Framework

INFRASTRUCTURE & ASSET MANAGEMENT

Through formal asset management planning and condition-based prioritization, Niagara-on-the-Lake protects long-term infrastructure performance while mitigating deferred maintenance risk.

0.03

Staff per
Kilometres
of Road
Way

100%

MECP
Drinking
Water
Inspection
Rating

2025

165

Kilometers
Irrigation
and
Drainage
System

79%

Assets in
Fair or
Better
Condition
(Prov. Avg: 54.7%)

HOUSING & DEVELOPMENT EFFICIENCY

Niagara-on-the-Lake supports Ontario's housing objectives through timely, predictable, and defensible planning decisions. Permit issuance timelines consistently outperform Provincial standards, and development applications are processed with a high degree of consistency and regulatory alignment.

476

Planning Applications Processed By Four Planners since 2022

144%

Increase in Housing Starts since 2022

\$213M

Peak Annual Construction Value 2024

6.08

Days for Average Residential Permit Issuance 2025

ECONOMIC RESILIENCE & TOURISM MANAGEMENT

A strong commercial and tourism tax base enhances financial resilience and reduces reliance on residential levy growth. Niagara-on-the-Lake supports Ontario's tourism economy while effectively managing seasonal service demands that exceed its permanent population.

24%

Commercial
& Industrial
Tax Base

3M

Annual
Visitors

157:1

Visitor to
Resident
Ratio

\$169M

Annual
Gross
Farm
Receipts

AGRICULTURE & LAND STEWARDSHIP

With the majority of its land base designated agricultural, Niagara-on-the-Lake demonstrates active stewardship of specialty crop and prime agricultural lands. Local planning authority ensures these provincially significant lands remain protected for long-term productivity.

90%

Municipal
Land Base
Rural/
Agricultural

6.9

Days
Average
Agricultural
Permit
Issuance

8300

Acres
Serviced
by
Municipal
Irrigation
Network

165

Kilometers
of
Drainage
Network
Managed

PUBLIC SAFETY & VOLUNTEER FIRE MODEL

The Niagara-on-the-Lake Fire Department operates at a nationally recognized standard while remaining cost-effective for taxpayers. It is the first volunteer fire department in Canada to receive a Certificate of Achievement from the Commission on Fire Accreditation International through the Center for Public Safety Excellence, recognizing excellence in community risk assessment and standards of cover. This distinction demonstrates operational excellence, accountability, and efficiency. The department consistently meets established response time and staffing benchmarks, confirming that the current governance model is strong and sustainable.

90th

Percentile
For
Response
Standards

94%

Volunteer
Firefighting
Workforce

\$392

Annual Fire
Cost per
Household

806

Emergency
Responses
2025

MODERNIZATION, FLEET MANAGEMENT & PROVINCIAL GRANT STEWARDSHIP

Niagara-on-the-Lake strategically uses provincial grant funding to modernize fleet assets, lower lifecycle costs, and enhance operational efficiency. The Town's inter-municipal equipment-sharing partnership was recognized provincially through the 2026 Rural Inspiration Award from the Ontario Ministry of Rural Affairs, jointly awarded with the Town of Minto, reflecting disciplined asset management and collaborative service delivery that avoids unnecessary capital expenditures.

11%

Fleet
Converted
to Hybrid-
Electric

62%

Light-Duty
Fleet
Modernized

\$1M

Enterprise
Cost
Avoidance -
10-Year
Horizon

Fleet Optimization &
Staffing Efficiencies

10

Digital
Modernization
Projects
Completed

WORKFORCE CAPACITY & CONTINUITY

Niagara-on-the-Lake operates with a non-unionized organizational structure and maintains a lean and agile service delivery model designed to scale in response to seasonal demand while preserving disciplined permanent staffing levels.

With **112** full-time employees supporting a municipality that manages three million annual visitors, extensive agricultural lands, heritage conservation districts, irrigation infrastructure, and accredited fire services, staffing levels remain proportionate to service complexity and financial capacity.

Operational Agility

Niagara-on-the-Lake experiences significant seasonal demand driven by tourism, events, and agricultural cycles. Rather than expanding permanent headcount, the Town utilizes a structured seasonal workforce model to scale service delivery during peak periods.

- Seasonal employees engaged annually: **85**
- Peak service period: **May to October**
- Permanent staffing levels remain stable year over year

This approach allows the Town to increase operational capacity during peak months while maintaining fiscal discipline and cost containment throughout the year.

Succession and Internal Mobility

Niagara-on-the-Lake maintains service continuity and leadership succession through internal mobility and professional development, without structural expansion.

Over the past 4 years, **36%** of vacancies have been filled internally through permanent promotions or temporary assignments, reflecting organizational agility and prudent workforce management. During transition periods, the Town continues to advance priority projects and maintain service levels with existing staff capacity, recruiting externally when specialized expertise is required.

Structural Stability

The Town maintains a limited administrative layer and clear lines of accountability. Workforce structure reflects provincial priorities of modernization, efficiency, and responsible service delivery.

Structural amalgamation would introduce workforce disruption and potentially lose specialized local expertise without addressing any demonstrated inefficiencies in the current model.

Niagara-on-the-Lake's workforce capacity is stable, scalable, and aligned with provincial objectives.

Conclusion

RESPONSIBLE GOVERNANCE

Niagara-on-the-Lake is financially stable, operationally disciplined, agriculturally significant, and heritage protected. The Town manages a complex service environment that includes seasonal population pressures, provincially significant specialty crop lands, nationally accredited fire services, irrigation infrastructure, and one of Ontario's most recognized destination economies.

The evidence presented in this submission demonstrates that Niagara-on-the-Lake is not structurally distressed, administratively inefficient, or fiscally unsustainable. On the contrary, the Town reflects the very principles the Province has articulated: modernization, accountability, disciplined financial management, and outcome-driven service delivery.

Niagara-on-the-Lake is prepared to collaborate on evidence-based governance improvements that are demonstrably beneficial to residents and the Province. However, structural amalgamation, absent a clear and compelling public-benefit case, poses a material risk to service stability, agricultural stewardship, heritage protection, and economic performance. Ontario's small municipalities play distinct and important roles within the broader provincial framework. Niagara-on-the-Lake is not simply one of many municipalities. It is a high-performing community and a provincial asset whose stability contributes to Ontario's economy, identity, and brand.

We respectfully request that the Province consider the full evidentiary record presented and rule out forced amalgamation for Niagara-on-the-Lake. Responsible governance strengthens what is working and proceeds with structural change only where measurable public benefit is demonstrated.

Niagara-on-the-Lake stands ready to continue working in partnership with the Province and other local-area municipalities in support of shared priorities and long-term sustainability.





APPENDICES

Appendix 1



March 4, 2026

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

RE: Joint Letter from the Lower-Tier Municipalities of Niagara Region

The Honourable Premier Doug Ford,

We, the Mayors of Thorold, West Lincoln, Port Colborne, Fort Erie, Grimsby, Pelham, Wainfleet and the Lord Mayor of Niagara-on-the-Lake, write with a unified voice to present our agenda for modernizing governance in Niagara. We are taking decisive action to address the number of politicians, strengthen efficiency, and eliminate duplication to enable economic growth and long-term sustainability for our municipalities and the taxpayers we serve.

We have heard the Province's concerns clearly, and we are acting on them. We share the goal of building a governance model that is streamlined, transparent to the public, and results-driven, and are committed to implementing practical, evidence-based reforms that align with provincial priorities while maintaining strong, responsive local representation and preserving the integrity of our communities.

This is Niagara stepping up – not standing in the way.

At Niagara Regional Council on February 26, 2026, an overwhelming majority of Niagara's mayors and elected representatives passed a motion directing a comprehensive governance and service delivery review be initiated. Niagara is positioning itself as a provincial leader in responsible municipal reform – and we are moving forward with purpose. The review will include focus on the following priority areas, with a firm commitment to act where a clear fiscal business case supports doing so:

- Establishing one or more Water and Wastewater Public Corporation(s) under the *Water and Wastewater Public Corporations Act, 2025*.
- Subject to a financial review, reforming local and regional services to drive savings and deliver better value for every tax dollar – such as transitioning the Regional road network and remaining services such as Social Services, Public Health and EMS to locally-governed Public Service Boards.

- Reducing the number of politicians by streamlining councils to reflect the needs and scale of each community.

These reforms reflect what our residents have told us directly: they want governance that is efficient, affordable, locally accountable, and reflective of the unique character of Niagara’s small and rural communities. We are delivering on that mandate.

We are committed to a made-in-Niagara local and regional governance reform that will be reflected in the 2026 municipal election, as well as the ongoing support for the governance and service delivery review passed by Regional Council in February 2026.

We would welcome the opportunity to meet with you at your earliest convenience to discuss this further and to outline how Niagara’s municipalities can work collaboratively with the Province to advance these reforms. We are confident that, together, we can deliver a governance model that reflects shared priorities and achieves meaningful, lasting results for the people of Ontario.

Respectfully,

The Mayors of Fort Erie, Grimsby, Port Colborne, West Lincoln, Pelham, Thorold, Wainfleet, and the Lord Mayor of Niagara-on-the-Lake.

Wayne Redekop

Signed by:

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Mayor
Town of Fort Erie

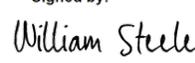
Jeff Jordan

Signed by:

87A72EB82CA442E...

Mayor
Town of Grimsby

Bill Steele

Signed by:

AD180B52B5EA42F...

Mayor
City of Port Colborne

Cheryl Ganann

Signed by:

94FE23EC4E6348D...

Mayor
Township of West Lincoln

Marvin Junkin

Signed by:

A647AE485EEF4BE...

Mayor
Town of Pelham

Terry Ugolini

Signed by:

4B49A080FCA1449...

Mayor
City of Thorold

Brian Grant

Signed by:

2F47F42FA0984AC...

Mayor
Township of Wainfleet

Gary Zalepa

Signed by:

D5DA89448B88449...

Lord Mayor
Town of
Niagara-on-the-Lake

Enclosure: Niagara Region Committee of the Whole Meeting Motion – February 26, 2026

cc: Honourable Rob Flack, Minister of Municipal Affairs and Housing
Sam Oosterhoff, MPP – Niagara West
Jeff Burch, MPP – Niagara Centre
Wayne Gates, MPP – Niagara Falls
Jennifer (Jennie) Stevens, MPP – St. Catharines
Robert Dodd, Chief of Staff, Minister of Municipal Affairs and Housing
Bob Gale, Regional Chair
Regional Councillors c/o Ann-Marie Norio, Regional Clerk

Niagara Region – Committee of the Whole Meeting
February 26, 2026

MOTION REGARDING GOVERNANCE REVIEW

That Correspondence Item COTW-C 1-2026, being correspondence from Regional Chair Gale respecting Municipal Governance Reform **BE RECEIVED**; and
Whereas Regional Chair Gale has confirmed publicly that he has not engaged in any discussion with or received any directive from the Premier of Ontario or the Minister of Municipal Affairs and Housing regarding a governance review in Niagara or potential municipal amalgamations;

Whereas there has been no data, business case or specific information presented that would confirm any anticipated cost savings, efficiencies, enhanced services, or improved outcomes for the residents of Niagara as a result of any proposed governance changes;

Whereas significant decisions on local governance that will have a multi-generational impact and should be informed by comprehensive public consultation with the Niagara communities;

Whereas Premier Doug Ford has publicly reiterated on February 25, 2026 that “if it's going to go [governance changes], then it has to be from Niagara by Niagara. It has to have approvals from the majority of mayors, has to have approval for majority of the elected officials.”, and further that, “And hopefully 70- 80% of the population agree.”, which implies the necessity for public consultation and support on any proposed governance changes;

NOW THEREFORE BE IT RESOLVED:

1. That a governance review of Niagara **BE INITIATED** to address areas of duplication and improve service efficiency based on data, a business case with financial analysis and public consultation, including local area municipalities, commencing this term of Council;
2. That Regional Council **DIRECTS** Regional Chair Gale to refrain from any further action and utilization of any further Regional resources or staff time, with the exception of the above, in connection with a review of Regional governance or municipal amalgamation; and
3. That this resolution and amendment **BE FORWARDED** to the Premier and the Minister of Municipal Affairs and Housing.



Niagara
On-The-Lake
HYDRO

Appendix 2

February 25, 2026

Mayor Gary Zalepa
Town of Niagara-on-the-Lake
1593 Four Mile Creek Road
Niagara-on-the-Lake, ON L0S 1T0

Dear Sir:

I am writing to provide the views of Niagara-on-the-Lake Hydro (NOTL Hydro) on the recent discussions about restructuring the regional government of Niagara. NOTL Hydro's focus is on providing the best possible electrical service to its customers at a fair price. As a result of this focus, NOTL Hydro has the lowest electricity rates in the Niagara region, almost the lowest line loss rates, a reliability that is better than average and a level of service that very much emphasizes above average service to our customers.

NOTL Hydro has consistently looked at other service delivery options including sales and amalgamations with other Niagara region electrical utilities. In every instance, it has been determined that these other options would result in higher rates and lower service to our customers. For this reason, NOTL Hydro has never undertaken these other options.

NOTL Hydro is concerned that a political restructuring of the Niagara region governments could result in the forced amalgamation of NOTL Hydro with other Niagara region electrical utilities, resulting in the aforementioned higher rates and lower service levels for our customers. NOTL Hydro does not support any political restructuring solution that will, in turn, negatively affect our customers in this manner.

Yours truly,

Tim Curtis
President
Niagara-on-the-Lake Hydro

Virgil Business Association

P.O. BOX 4
VIRGIL, ONTARIO L0S 1T0

February 25, 2026
Regional Chair Bob Gale
Niagara Region

cc: Premier Doug Ford, Lord Mayor Gary Zalepa, Deputy Lord Mayor Erwin Wiens, Hon. Rob Flack, Mayor Wayne Redekop, Mayor Jeff Jordan, Mayor Sandra Easton, Mayor Jim Diodati, Mayor Marvin Junkin, Mayor Bill Steele Mayor Mat Siscoe, Mayor Terry Ugulini, Mayor Brian Grant, Mayor Frank Champion, Mayor Cheryl Ganann, MPP Wayne Gates

Re: Opposition to Municipal Amalgamation Involving Niagara-on-the-Lake/Virgil

On behalf of the Virgil Business Association, we are writing to express our strong opposition to any proposed municipal amalgamation involving Niagara-on-the-Lake.

The Virgil Business Association represents a vibrant network of small businesses, community partners, and volunteers who work year-round to strengthen our local economy and preserve our unique identity.

Initiatives such as the annual Virgil Stampede demonstrate the power of local leadership, volunteerism, and community-driven planning. These events generate tourism, support local charities, promote family engagement, and stimulate economic activity throughout Niagara-on-the-Lake.

Our success depends on local decision-making that understands the character, needs, and seasonal dynamics of our community.

Amalgamation risks diluting that voice, centralizing authority, and applying policies that may not reflect the realities of rural and tourism-driven municipalities.

Businesses and community organizations already face increasing operational costs and tax pressures.

Any restructuring that redistributes financial obligations or removes local fiscal autonomy will negatively impact our ability to host events, attract visitors, and reinvest in our town.

We urge Niagara Region leadership to prioritize a transparent, data-driven process that includes meaningful consultation with local business associations, community organizations, and residents before any structural changes are advanced.

Niagara-on-the-Lake thrives because of its strong local governance, engaged volunteers, and distinct identity.

The Virgil Business Association stands firmly in support of maintaining that local voice and protecting the economic and cultural vitality of our community.

Sincerely,

Marcia Penner
Secretary

On behalf of the VBA membership

OTHER CORPORATE EFFICIENCIES

Niagara-on-the-Lake operates with a disciplined and performance-driven corporate structure that prioritizes efficiency, internal capacity building, and responsible financial stewardship across all service areas. In addition to the governance strength indicators outlined in this submission, the Town continues to implement improvements that enhance service delivery while maintaining cost competitiveness.

In Planning, Building and Development Services, Council recently directed a review of the existing Planning Service Agreement with Niagara Region to examine opportunities for streamlining technical review functions. Staff have initiated discussions to transition select review components to qualified in-house staff or peer reviewers where appropriate. This modernization effort is intended to reduce application costs for proponents, improve coordination and review timelines, increase transparency, and strengthen local accountability, while maintaining technical rigour and compliance with provincial requirements.

The Town has also implemented a structured professional progression model within Building Services that links experience and Building Code qualifications to advancement without requiring vacancy-driven promotions. This approach supports retention of highly credentialed staff and strengthens internal expertise. The model has been budgeted, ensuring sustainability while increasing technical depth and inspection consistency.

Organizational resilience is further supported through sustained investment in staff training and professional accreditation. Cross-departmental knowledge-sharing initiatives and targeted external training ensure staff remain current on evolving provincial legislation and best practices. The Town supports professional designations, Ontario Building Code qualifications, and specialized technical certifications, reducing reliance on consultants and strengthening defensibility in complex regulatory matters.

Heritage conservation reflects a similarly proactive and capacity-driven approach. With over 450 properties on the Municipal Heritage Register and expanded Heritage Conservation District protections approved in 2026, the Town has invested in dedicated in-house heritage expertise to manage applications, administer grants, and provide consistent policy review. Maintaining internal professional capacity reduces consultant reliance, supports defensible decision-making, and protects a core economic and cultural asset.

Across Public Works and Infrastructure Services, the Town operates with a lean supervisory structure overseeing roads, water, wastewater, drainage, irrigation, stormwater, engineering, and fleet operations. Staff-to-infrastructure ratios reflect disciplined resource management while maintaining performance standards. The Town's water distribution systems achieved 100% compliance in the 2025 MECP inspection under the Safe Drinking Water Act. Internal

OTHER CORPORATE EFFICIENCIES (CONTINUED)

Tanker Shuttle accreditation provides hydrant-equivalent rural fire protection without requiring costly watermain expansion. Cost recovery practices, formal apparatus lifecycle planning, contracted dispatch services, and a prevention-focused Community Risk Reduction model collectively support long-term financial sustainability while maintaining nationally recognized service standards.

Collectively, these initiatives demonstrate that Niagara-on-the-Lake operates with a lean administrative structure, invests in internal expertise, modernizes service frameworks proactively, and implements cost-recovery and partnership models to minimize taxpayer burden. These corporate efficiencies reflect an organization that continuously evaluates its operations, strengthens accountability, and delivers high service standards within disciplined fiscal parameters.



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