

2022-2027

Strategic Plan Final Status Update



TOWN OF NIAGARA-ON-THE-LAKE



Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
Vibrant & Complete Community Protect distinct community assets and sustain a high quality of life for our future 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.					
PRIORITIES					
Planning for Progress					
Adopt Official Plan	Adopt new Official Plan	10/1/23	9/30/24	100.00%	The Official Plan was adopted by Council at the May 26, 2026, Council Meeting and has been submitted to the Province for approval.
Adopt Official Plan	Monitor Growth Management data	10/1/23	9/30/24	0%	Work associated with this Indicator of Success is expected to begin towards the completion of the Official Plan conformity work and has not yet started.
Review Comprehensive Zoning By-law	Approve Zoning By-law	4/1/24	12/31/25	0%	Work on this Indicator of Success has not yet begun. The focus of this priority item will commence after the Official Plan conformity work is completed.
Review and expand Heritage Conservation District	Adopt Heritage Conservation District Expansion	10/1/23	12/31/24	100.00%	The Heritage Conservation District Expansion was adopted by Council on March 24, 2026, following completion of Phase 2, including public engagement and review by the Municipal Heritage Committee.
Review and expand Heritage Conservation District	Increase number of properties protected annually	10/1/23	12/31/24	100.00%	In 2025, the Town completed five Part IV designations. In 2026, two Part IV designations have been completed to date, and the approval of the Heritage Conservation District Expansion has resulted in the inclusion of 533 properties under Part V designation.
Designate heritage properties and areas		10/1/23	6/30/26		
Designate heritage properties and areas	Designate 10 properties for protection annually by 2026	10/1/23	6/30/26	100.00%	
					In 2025, the Town completed five Part IV designations. In 2026, two Part IV designations have been completed to date, and the approval of the Heritage Conservation District Expansion has resulted in the inclusion of 533 properties under Part V designation.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
☒ Update and Complete Glendale Secondary Plan	☒ Update and adopt Glendale Secondary Plan	10/1/23	6/30/24	100.00%	The Glendale Secondary Plan was adopted by Council and subsequently appealed to the Ontario Land Tribunal. A verbal decision has now been received from the Tribunal, and the Plan is in force and effect.
Prepare development guidelines and supporting documentation	Adopt development guidelines and supporting documentation	4/1/24	12/31/24	75.00%	Town Staff are continuing to work on the development of Site Plan Control Guidelines, in collaboration with several Town Staff including Operations, Engineering, and Fire. Staff are also preparing Pre-Consultation Guidelines, and will continue to prepare Guidelines to assist future applicants with planning application process including Minor Variances, Delegation requests, etc.
Prepare development guidelines and supporting documentation	☒ Develop and execute education campaign	4/1/24	12/31/24	100.00%	Planning Staff have a workplan with Communications Staff to provide continual public education and social media information related to the planning process. Additional updates (website, signage, etc.) will be proceeding into 2026.
☒ Create training manual and conduct heritage training	☒ Deliver training manual and conduct heritage training to Municipal Heritage Committee	9/1/23	12/31/23	100.00%	This Indicator of Success is complete. The training manual is now posted on the Town's website. Heritage Training Manual.pdf (notl.com)
☒ Execute Region/Town Planning Service Agreement	☒ Approve signed agreement	9/1/23	12/31/23	100.00%	The Service Agreement was endorsed by Council and was signed upon proclamation.
☒ Execute Region/Town Planning Service Agreement	☒ Monitor service levels	9/1/23	12/31/23	100.00%	The Service Agreement was endorsed by Council and will be signed upon proclamation. Ongoing monitoring will be required following the proclamation. Staff will continue to prepare year-end summaries of Community & Development Services activity.
PRIORITIES					
Strategies & Masterplans					
☒ Tourism Strategy: Finalize and implement Tourism Strategy	☒ Adopt Tourism Strategy	10/1/23	9/30/24	100.00%	Council endorsed the Tourism Strategy and Masterplan at the April 29, 2025, meeting.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
Municipal Accommodation Tax Program: Update By-law, develop project criteria, and execute program	Adopt MAT By-law	10/1/23	3/31/24	100.00%	The Municipal Accommodation Tax (MAT) was adopted in June 2022 and updated in 2023. The 3% tax now applies to all short-term accommodations of 28 days or less, effective January 1, 2024
Municipal Accommodation Tax Program: Update By-law, develop project criteria, and execute program	Sign MAT Transfer Agreement with DMO	10/1/23	3/31/24	100.00%	The Municipal Accommodation Tax (MAT) Transfer Agreement with the Destination Marketing Organization (DMO) was executed on December 2023.
Municipal Accommodation Tax Program: Update By-law, develop project criteria, and execute program	Approve MAT project criteria and funding	10/1/23	3/31/24	100.00%	On December 16, 2024, the MAT Committee approved the criteria in principle and a summary report was reviewed by Council in the April Report Cycle. Council approved report CS-25-006 as amended.
Affordable and Attainable Housing Plan: Assess housing needs, availability, and spectrum	Complete housing needs assessment	10/1/24	12/31/25	0%	Council supported this project through the 2025 Operating Budget. Work is to begin in 2026.
Parks and Recreation Masterplan: Adopt Parks and Recreation Masterplan	Adopt Parks and Recreation Masterplan	10/1/23	3/31/25	100.00%	A draft Parks and Recreation Master Plan was presented to the community and Council, with approval in principle received in the fourth quarter of 2025. Work is now underway to refine the Plan, including evaluation of short- and long-term priorities, with the final document expected by the end of the second quarter of 2026.
PRIORITIES					
Economic Development & Community Partnerships					

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
☒ Attract and retain businesses	☒ Complete business retention, expansion, and attraction program	10/1/23	6/30/26	100.00%	The business retention, expansion and attraction program is completed.
☒ Attract and retain businesses	☒ Establish a baseline using 2023 as baseline	10/1/23	6/30/26	100.00%	A baseline was been established using 2023 data.
☒ Collaborate with local economic drivers, such as Niagara College, Niagara District Airport, Niagara Parks Commission, Parks Canada, and Shaw Festival Theatre	☒ Track collaboration initiatives with local economic drivers	1/1/24	6/30/26	100.00%	Staff met with community partners to explore collaboration opportunities, with key details documented. This work is now complete.
☐ Boost communications to villages and rural area	☐ Develop engagement plan with villages/rural area	1/1/24	6/30/26	75.00%	Staff continue to expand communication and engagement efforts with a deliberate focus on villages and rural areas. A formal Community Engagement Plan (coming in the third quarter of 2026) will provide a consistent framework to ensure ongoing, intentional engagement across the municipality, building on initiatives such as village-based open houses, rotating <i>Play in the Park</i> programming, and the Lord Mayor's Village Open House in 2025.
☐ Boost communications to villages and rural area	☒ Establish baseline engagement metrics	1/1/24	6/30/26	100.00%	Granicus, the Town's online engagement platform (Join the Conversation) provider, generates engagement metrics and provides it to Staff. Such information is used as a baseline and considered internally to determine participation rates across the community and gauge future success for increased engagement levels.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Boost communications to villages and rural area	 Increase engagement metrics (virtual and in-person) for each community	1/1/24	6/30/26	100.00%	Staff continue to use a variety of methods to increase community participation, including Public Information Centres, surveys, targeted outreach, and social media campaigns. In 2025, Staff and the Lord Mayor hosted six Open Houses, one in each village and the rural area, tailored to community needs and providing opportunities for dialogue. Building on this progress, a formal Community Engagement Plan is being developed in 2026 to guide future initiatives, ensure consistent outreach, and establish a framework for tracking engagement and measuring success.
 Write and finalize Memorandums of Understanding (MOU) with the Chamber of Commerce, NOTL Tourism, and NOTL Museum	 Approve MOUs with the three community partners	9/1/23	12/31/24	75.00%	Final agreements are being drafted. A draft Museum Memorandum of Understanding (MOU) and a service agreement with Toursim NOTL are currently under review by the Town's legal and senior leadership team.
 Identify industry-specific support opportunities (i.e. Agriculture, Arts and Culture, Hospitality, Innovation, Tourism)	 Establish a baseline of industry-specific support opportunities	1/1/24	6/30/26	100.00%	Staff met with local businesses and industry-specific advocacy groups to understand their support needs and challenges and identified common areas requiring assistance. Support programs and opportunities in similar towns were also compared to identify gaps and potential improvements.
 Develop additional youth and family programs and amenities	 Establish baseline of number of youth and family programs, registrations, and amenities	10/1/23	6/30/26	100.00%	A baseline for youth and family programming was established in October 2023. Programming has since expanded based on community demand, with updates reported to Council in October 2025.
 Develop additional youth and family programs and amenities	 Increase new participation by 10% by 2026	10/1/23	6/30/26	100.00%	Participation in recreation programming has grown significantly, supported by initiatives such as Play in the Park and new youth programs. Since 2022, aquatics participation has increased by 25% and day camps by 17.8%, alongside the introduction of new program types.

Action Items		Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
☒ Develop additional youth and family programs and amenities		☒ Expand overall programming by 10% by 2026	10/1/23	6/30/26	100.00%	Since the fourth quarter of 2023, Staff have expanded recreation programming through new offerings such as children’s movement programs, teen sport and social programs, and flexible formats including drop-in and intergenerational activities. This growth continues with initiatives like Play in the Park, now enhanced through a partnership with the Library to support additional activities and outreach, helping to meet our targets.
☒ Develop additional youth and family programs and amenities		☒ Engage in one new community partnership annually	10/1/23	6/30/26	99.00%	In 2025, the Town worked with several partners to expand programming and community reach, including Stewart Fanning Growing Arts, Sportball Niagara, St. John Ambulance, NOTL Youth Collective, and the NOTL Public Library. Recreation programming continues to grow through new offerings and formats guided by community demand, with Staff exploring additional partnerships, including with the Riverview Lions, to identify potential new opportunities.
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.						
PRIORITIES						
Financially Sustainable Future						
☒ Explore funding opportunities to close the gap on capital investments		☒ Develop a 10-year Capital Budget Plan with funding Strategies	10/1/23	3/31/25	100.00%	A 10-year Capital Budget Plan has been approved. The Asset Management Plan will include a funding strategy to support the implementation of this plan moving forward.
☒ Research sponsorship and donation prospects		☒ Create a Sponsorship/ Naming Policy	1/1/24	3/31/25	100.00%	In March 2026, Council adopted a new Advertising, Sponsorship and Naming Rights Policy to support a consistent and strategic approach moving forward.
☒ Research sponsorship and donation prospects		☒ Establish a list of potential opportunities and identify targets for sponsorships	1/1/24	3/31/25	100.00%	Staff advanced advertising and sponsorship opportunities through the development of an inventory and identification of initial targets. In March 2026, Council adopted a new Advertising, Sponsorship and Naming Rights Policy to support a consistent and strategic approach moving forward.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
Review user fees and cost recovery opportunities	Create a user fee list for review	10/1/23	12/31/24	100.00%	For the 2025 budget, staff compared current rates with those in other municipalities. Based on this review, the fees were updated to ensure cost recovery.
Undertake Building Fee Review	Complete Building Application Fee Reviews	10/1/23	9/30/24	100.00%	Council approved the Planning and Building Fee Review on Oct 28, 2025, report CDS-25-160 .
Undertake Planning Application Fee Review	Complete Planning Application Fee Reviews	10/1/23	9/30/24	100.00%	Council approved the Planning and Building Fee Review on Oct 2, 2025, report CDS-25-160 .
Undertake Development Charge Study and Community Benefits Charge Study	Complete Development Charge Study	10/10/23	11/10/23	25.00%	Staff are advancing procurement for a Development Charge Study, with the Request for Proposals in final draft and expected to be posted in the third quarter 2026.
Undertake Development Charge Study and Community Benefits Charge Study	Complete Community Benefits Charge Study	10/10/23	11/10/23	25.00%	Staff are advancing procurement for a Community Benefits Charge Study, with the Request for Proposals in final draft and expected to be posted in the third quarter of 2026.
Seek opportunities through annual budget process	Create list of possible efficiencies and prioritize opportunities	10/1/23	6/30/26	100.00%	A running list of potential efficiencies is maintained and reviewed annually to support continuous improvement.
PRIORITIES					
Advocacy & Government Relations					
Generate and update a list of priority advocacy issues	Generate list of priority advocacy issues	10/1/23	6/30/26	100.00%	Staff maintain a list of advocacy issues, updated as needed, to guide delegation and funding requests.
Generate and update a list of priority advocacy issues	Track number of delegation meetings	10/1/23	6/30/26	100.00%	A system is now in place to ensure ongoing tracking of delegation meetings.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
Seek grant funding opportunities	☒ Increase grant submissions	10/1/23	6/30/26	100.00%	Staff are diligently and proactively seeking out and applying for various grant opportunities to secure additional funding.
Seek grant funding opportunities	Increase success rate of grant applications	10/1/23	6/30/26	75.00%	Staff have actively pursued grant opportunities throughout the Strategic Plan term. In 2025, seven of 21 applications were successful, securing \$188,833 in funding. In 2026, five applications have been submitted to date, with three approved, representing a 60% success rate and \$310,000 awarded. Grant activity and success rates have improved year over year, reflecting a more proactive and strategic approach to identifying and pursuing funding opportunities.
Seek grant funding opportunities	☒ Monitor funding received through grants	10/1/23	6/30/26	100.00%	A system is in place, and funding received through grants continues to be monitored.
☒ Enhance 2-way communications with all levels of government	☒ Track communications sent to all levels of government and responses received	10/1/23	6/30/26	100.00%	Communications are being tracked in a centralized location for maintaining consistent communication with all levels of government.
☒ Liaise with agency, boards, and commissions	☒ Establish regular meeting and reporting schedules between the Town and local agencies, boards, and commissions	10/1/23	6/30/26	100.00%	The Town and local agencies, boards, and commissions meet regularly and discuss potential collaboration opportunities. This ensures consistency and improves communication between the Town and local agencies, boards and commissions.
☒ Liaise with agency, boards, and commissions	☒ Identify potential opportunities and track ongoing initiatives with agencies, boards, and commissions	10/1/23	6/30/26	100.00%	Staff continue to monitor the progress of current initiatives and actively explore potential opportunities. This work is ongoing.
PRIORITIES					
Shared Services					
☒ Investigate shared services with the Region and Local Area Municipalities	☒ Monitor qualitative and quantitative successes of implemented Shared Services	10/1/23	6/30/26	100.00%	Staff are actively monitoring the implementation of Shared Services in close collaboration with regional leads. Both qualitative and quantitative data are being collected to assess successes, refine processes, and enhance service efficiency.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
Collaborate with Niagara Peninsula Conservation Authority	Sign MOU between Town and NPCA	10/1/23	6/30/26	100.00%	The Memorandum of Understanding (MOU) between the Town and the Niagara Peninsula Conservation Authority (NPCA) was approved and signed in October of 2024.
Collaborate with Niagara Peninsula Conservation Authority	Sign MOU for Virgil Dams	10/1/23	6/30/26	100.00%	The Virgil Dams are included in the Memorandum of Understanding (MOU) with the Niagara Peninsula Conservation Authority (NPCA) as a subsection of the agreement. The MOU was approved and signed in October of 2024.
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.					
PRIORITIES					
Infrastructure					
Review Facilities and Land Optimization	Create inventory of vacant/surplus lands	1/1/24	12/31/25	50.00%	An inventory of vacant and surplus land is currently being developed.
Review Facilities and Land Optimization	Develop plan for former hospital site	1/1/24	12/31/25	75.00%	Council endorsed the recommendations from the community engagement process for 176 Wellington Street. A subsequent report was presented to Council, marking the completion of the engagement phase and confirming a community-focused direction for the site.
Adopt Transportation Master Plan	Adopt Transportation Master Plan	10/1/23	6/30/24	50.00%	Following Council direction and completion of updated traffic data collection, the Transportation Master Plan project has been reinitiated. The project is now progressing through the technical analysis phase, with completion anticipated in the fourth quarter of 2026.
Develop Master Services Plan	Adopt Master Services Plan	10/1/25	6/30/26	50.00%	This initiative includes the Water Master Servicing Plan and the Pollution Prevention Control Plan, both of which are underway. The Water Master Servicing Plan report was received by Staff in April 2026.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Continue implementation of the Irrigation Master Plan	 Advocate for irrigation system to be considered infrastructure	10/1/23	6/30/26	100.00%	This initiative has been completed, but is also ongoing. Town staff advocated at the Association of Municipalities of Ontario (AMO) conference in 2024 and again at the Rural Ontario Municipal Association (ROMA) conference in August of 2025.
 Establish Glendale Eco-Park	 Sign agreement for creation of Glendale Eco-Park	10/1/23	12/31/24	25.00%	Staff met with various partners to discuss the creation of a Glendale Eco-Park, and conversations are ongoing. Work is now focused on land negotiations involving multiple ownership groups and levels of government as opportunities to advance the project continue to be explored.
PRIORITIES					
 Assets					
 Develop Asset Management Plan	 Inventory current levels of service, asset performance, and condition	10/1/23	9/30/25	100.00%	Staff have completed this phase of the Asset Management Plan.
 Develop Asset Management Plan	 Approve Asset Management Plan for all assets and updated policies by legislative deadline of July 1, 2024	10/1/23	9/30/25	100.00%	Staff are collaborating with PSD Citywide on the Asset Management work plan, supported by the recent hiring of an Asset Management Coordinator. Phase 1 has been completed, and the Asset Management Plan has been approved.
 Develop Asset Management Plan	 Approve Green Infrastructure Asset Management Plan by legislative deadline of July 1, 2024	10/1/23	9/30/25	50.00%	Green infrastructure is being incorporated into the Engineering Standards update by RJ Burnside. Draft Standards have been received, with next steps to be discussed with the consultant in May 2026.
 Develop Asset Management Plan	 Approve Enhanced Asset Management Plan by legislative deadline of July 1, 2025	10/1/23	9/30/25	75.00%	Staff are working with PSD Citywide on the asset management plan, with help from a new Asset Management Coordinator. Phase 1 is done, Phase 2 is happening now, and the asset management is complete. Staff expect to present an Asset Management Plan to the Council by the end of 2026.

Action Items		Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Develop Asset Management Plan	 Establish State-of-Good-Repair Program	10/1/23	9/30/25	50.00%	An Asset Management Coordinator has been hired to support the program. Phase 1 of the Asset Management work plan has been completed, with Phase 2 now underway, including implementation of Asset Management software. Work on the State of Good Repair Program framework will progress after the second phase of the Asset Management Plan is complete.	
 Develop Natural Assets Plan	 Adopt Natural Assets Plan	10/1/23	9/30/25	75.00%	The Niagara Peninsula Conservation Authority (NPCA) launched the Natural Asset Inventory and Assessment Project in September 2025 in collaboration with municipal partners. The Natural Asset Inventory phase has now been completed, and work is underway on condition and risk assessment, continuing to support shared environmental and infrastructure planning priorities.The work is expected to be completed by the third quarter of 2026	
 Create Arts and Culture asset map	 Complete Arts and Culture assets mapping	1/1/25	12/31/25	25.00%	The Arts and Culture assets mapping project began with a Public Information Centre held in December 2025. Additional public engagement is anticipated in 2026.	
PRIORITIES						
 Environment						
 Implement Climate Change Adaptation Plan (CCAP):	 Secure full-time resource for implementation of Climate Change	1/1/24	6/30/26	100.00%	The Town welcomed a new Climate Change Coordinator, who began her role on February 3, 2025.	
 Collect data and research for Coastal Protection Program	 Collect Data to establish baseline for Coastal Protection Program	10/1/25	6/30/26	50.00%	The Coastal Protection Program continues to be led by the Niagara Peninsula Conservation Authority through the Lake Ontario Coastal Resilience Pilot Project. Town Staff have been identified as representatives on the Technical Advisory Committee and will support the project moving forward.	
 Implement Climate Change Adaptation Plan (CCAP):	 Track the 27 initiatives completed in CCAP by Q2 2026	1/1/24	6/30/26	75.00%	As of the second quarter of 2026, 11 of the 27 Climate Change Adaptation Plan initiatives have been completed and are ongoing, 15 are in progress, and one has not yet been started. It is anticipated that the majority of the initiative will be complete by the end of 2026.	

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Collect data and research for Coastal Protection Program	☒ Develop community engagement plan for Coastal Protection Program	10/1/25	6/30/26	100.00%	The Niagara Peninsula Conservation Authority continues to lead this project, with the Town working in partnership to support its advancement. Engagement planning has been completed, with a community survey forthcoming and open houses scheduled in May 2026. A Lake Ontario Coastal Resilience Plan is anticipated in 2027. https://getinvolved.npca.ca/lakeontarioshoreline
☒ Develop Invasive Species Plan	☒ Increase education methods about invasive species	10/1/24	6/30/26	100.00%	This initiative has been completed, however, there is continued engagement in Regional Working Groups, workshops, and communications released on education of invasive species. There will always be ongoing education for invasive species.
☒ Develop Invasive Species Plan	 Approved new position for Natural Area Stewardship Technician by Q1 2025	10/1/24	6/30/26	0%	This position will be reviewed for the 2027 budget process.
☒ Develop Invasive Species Plan	☒ Approve Invasive Species Plan by Q1 2026	10/1/24	6/30/26	100.00%	The Invasive Species Plan was approved by Council at the April 2026 Council meeting.
☒ Develop Invasive Species Plan	☒ Establish KPIs and begin implementation by Q2 2026	10/1/24	6/30/26	100.00%	Key Performance Indicators are included in the Invasive Species Plan, approved by Council in April 2026. Implementation has begun.
☒ Commence research and community engagement for Waterfront Plan	☒ Collect Data to establish baseline for Waterfront Plan	10/1/25	6/30/26	100.00%	Approval was secured in the 2025 budget, and the consultant, MHBC, has been engaged to update the Dock Area Master Plan. Baseline data has been established and the draft report in progress, and completion is anticipated in the third quarter of 2026.
☒ Commence research and community engagement for Waterfront Plan	☒ Develop community engagement plan for Waterfront Program	10/1/25	6/30/26	100.00%	The community engagement for the Waterfront Program is now complete, and the goal is to present the final plan to Council for approval in the third quarter of 2026.
☒ Commence research and community engagement for Waterfront Plan	☒ Analyze data to determine next steps for Waterfront Plan	10/1/25	6/30/26	100.00%	The data analysis phases of this project are complete, and the goal is to present the final plan to Council for approval by the third quarter of 2026.

Action Items		Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Collect data and research for Coastal Protection Program	 Review flood and storm criteria used for modelling	10/1/25	6/30/26	25.00%	The Coastal Protection Program continues to be led by the Niagara Peninsula Conservation Authority through the Lake Ontario Coastal Resilience Pilot Project. Town Staff have been identified as representatives on the Technical Advisory Committee	
 Collect data and research for Coastal Protection Program	 Analyze data to determine next steps for Coastal Protection Program	10/1/25	6/30/26	25.00%	The Coastal Protection Program continues to be led by the Niagara Peninsula Conservation Authority through the Lake Ontario Coastal Resilience Pilot Project. Town Staff have been identified as representatives on the Technical Advisory Committee and will support the project moving forward.	
 Adopt Tree Management and Conservation Plan	 Adopt Tree Management and Conservation Plan	1/1/24	12/31/24	75.00%	Council did not adopt the updated Tree By-Law, which included the Tree Management and Conservation Policy. At this time, staff are working to pull out the Tree Management and Conservation Plan to provide it as a separate document.	
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.						
PRIORITIES						
 Streamline & Modernize						
 Execute Lean Process Reviews	 Create list of processes in need of updating	10/1/23	12/31/25	100.00%	A list of processes requiring updates has been created. Staff are prioritizing these processes, considering continuous improvement efforts, and seeking funding opportunities as needed.	
 Execute Lean Process Reviews	 Complete one Lean Process Review annually	10/1/23	12/31/25	100.00%	In 2023, two Lean Process Reviews were completed, examining the Service Delivery and Short-Term Rental processes. A third review, focused on the Special Events process, was completed in the fourth quarter of 2025. In 2026, a process mapping was conducted by the consultant as part of the CRM implementation, streamlining the service request process.	

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Enhance Planning Division processes	 Adopt Terms of Reference	10/1/23	3/31/25	75.00%	A process improvement report will be presented to Council in 2026, which will outline the continuous improvement efforts that the Building, Planning and Development Services team has been undertaking related to development planning. Staff are working with Operations to finalize the Terms of Reference (ToR) documents for Traffic Impact Studies, Functional Servicing Report and Stormwater Management reports. Staff are also finalizing several ToRs internally, including Planning Justification Reports, Landscape Plans and Streetscape Plans/Analysis.
 Enhance Planning Division processes	 Identify list of established and documented processes, areas to streamline	10/1/23	3/31/25	75.00%	Staff continue to refine processes to ensure efficiency and accuracy, working alongside Communications for support. A Site Plan webpage has been published, providing clear public guidance on the Site Plan process. A report to Council is expected in 2026.
 Enhance Planning Division processes	☒ Track number of applications	10/1/23	3/31/25	100.00%	A tracking method has been established to monitor planning applications and is regularly maintained by administrative staff and management. Staff continue to use the application tracker and are working toward the implementation of online tools to enhance access to information and tracking capabilities.
 Seek digital transformation opportunities	☒ Identify opportunities and create prioritized list	10/1/23	9/30/25	100.00%	Staff have actively advanced digital transformation, implementing improvements such as online building permits and inspection booking, an online Special Events form, an updated service delivery process, a Website Accessibility Plan, and a Strategic Plan Dashboard. A new Digital Transformation Strategy has also been drafted to guide governance, prioritization, and future digital initiatives across the organization.
 Seek digital transformation opportunities	 Create and implement Cybersecurity Plan	10/1/23	9/30/25	75.00%	A draft of the Cybersecurity Plan has been completed with approval expected in the third quarter of 2026. Staff continue to improve data security and safeguard critical digital infrastructure.
 Seek digital transformation opportunities	☒ Fully implement new digital software (i.e. DocuPet)	10/1/23	9/30/25	100.00%	The new digital software, referred to as DocuPet, has been fully implemented and is currently being used to process dog licences.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Seek digital transformation opportunities	☒ Establish a baseline of website users and engagement metrics	10/1/23	9/30/25	100.00%	A benchmark has been set. Future metrics will be compared to 2023 data.
 Seek digital transformation opportunities	☒ Advance digital AODA standards	10/1/23	9/30/25	100.00%	Staff secured digital tools from the website provider to evaluate the Town's website for AODA compliance. A Website Accessibility Plan was developed and implemented throughout 2025, resulting in a 16% improvement in the Town's accessibility audit score from 2024 to 2025
 Accomplish key priorities of Fleet Services Review	☒ Centralize fleet services	4/1/24	12/31/25	100.00%	The fleet was centralized. This was completed in the fourth quarter of 2023.
 Accomplish key priorities of Fleet Services Review	☒ Establish a baseline of fleet costs	4/1/24	12/31/25	100.00%	The Town's Finance Department has established a baseline of costs using 2024 financial data.
 Accomplish key priorities of Fleet Services Review	☒ Secure full-time resource for in-house mechanic	4/1/24	12/31/25	100.00%	A full-time in-house mechanic began their role on January 13, 2025. This position strengthens the Town's ability to maintain and service its fleet efficiently and effectively.
 Accomplish key priorities of Fleet Services Review	 Reduce budget variance of fleet maintenance by 25%	4/1/24	12/31/25	75.00%	Through a formal agreement with Enterprise, the Town has procured four new fleet vehicles with the objective of achieving long-term cost savings and operational efficiencies.
 Accomplish key priorities of Fleet Services Review	☒ Achieve 10% conversion rate to Battery Electric Vehicles	4/1/24	12/31/25	100.00%	Through the Town's agreement with Enterprise, we have received four hybrid vehicles that replace vehicles in the Operations and Community & Development Services Departments.
 Update Enforcement Plans	 Report By-law updates annually	10/1/23	9/30/25	75.00%	The 2025 annual by-law report has been completed. Annual reporting will continue, with the next report scheduled for completion at the end of 2026.
 Update Enforcement Plans	☒ Secure full-time resource to update By-laws	10/1/23	9/30/25	100.00%	A full-time resource has been secured to support the update of Town by-laws.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
PRIORITIES					
Customer Experience					
Develop a Customer Experience Plan	Endorse Customer Experience Plan	1/1/25	3/31/26	50.00%	Development of the Customer Experience Plan is underway. A consultant has been retained, a kickoff meeting has taken place, and work on the project has commenced, with completion planned for 2026.
Develop a Customer Experience Plan	☒ Launch New Service Delivery Request Database	1/1/25	3/31/26	100.00%	The Town launched a new Service Delivery Database in January 2024 as an interim solution to support service tracking needs. The system remains in active use and continues to be monitored for improvements. With funding secured for a modern cloud-based Customer Relationship Management database, the transition to the new platform is now underway and will launch in 2026.
Develop a Customer Experience Plan	☒ Collect data to establish baseline metrics for service requests	1/1/25	3/31/26	100.00%	Data is continuously being collected through the new Service Delivery Database. The 2024 data, representing the first full year of use, is being used as the baseline for comparison and analysis.
Develop a Customer Experience Plan	☒ Increase services that can be completed online (i.e., self-serve)	1/1/25	3/31/26	100.00%	Staff continue to expand online services, launching DocuPet for dog licensing, Short Term Rental applications, building permits and building inspection requests, entrance permit applications, parking passes, special events application requests and delegation requests, to name a few examples. Ongoing efforts focus on enhancing self-service options and streamlining accessibility for all users.
Consider multi-faceted service options and methods	Establish baseline of service standards throughout the Corporation	10/1/23	6/30/26	50.00%	Service standards are generally understood throughout the corporation; however, they will be formalized through the development of a Customer Experience Plan.
Consider multi-faceted service options and methods	☒ Introduce new service options (i.e., extended hours)	10/1/23	6/30/26	100.00%	New service options have been implemented to expand self-serve access for residents outside of business hours. Enhancements include the rollout of DocuPet, an online building inspection request form, an online parking pass process, and an upgraded snowplow tracker, with ongoing discussions and funding considerations focused on identifying additional opportunities.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Consider multi-faceted service options and methods	☒ Roll out internal Knowledge Base	10/1/23	6/30/26	100.00%	The internal knowledge base (iKNOW), launched in January 2024, supports Staff by providing access to key information and resources. This functionality will transition to the new CRM to support a more integrated approach to service delivery.
☒ Maintain a robust training model	☒ Develop Customer Experience training program for Staff and provide training annually	10/1/24	6/30/26	100.00%	Staff have completed a range of customer experience-focused training, including in-person <i>Caring for Customers</i> , mandatory online customer service training, and violence and harassment de-escalation in the second quarter of 2024. Additional capacity-building included attendance at the Municipal Service Delivery Conference in 2025, leadership training with customer experience components, and all-staff customer experience training in June of 2026.
☒ Maintain a robust training model	☒ Create Customer Experience training manual	10/1/24	6/30/26	100.00%	Customer Experience training resources are available within the internal Knowledge Base (iKNOW), launched in the first quarter of 2024.
 Create Community Engagement Plan	 Endorse Community Engagement Plan	1/1/25	3/31/26	50.00%	Staff continue to advance community engagement efforts, supported by increasing engagement metrics year over year. A consultant has been retained for the Community Engagement Plan, a kickoff meeting has taken place, and the project is now underway, with completion anticipated in 2026.
 Create Community Engagement Plan	☒ Achieve diversity in engagement methods	1/1/25	3/31/26	100.00%	Staff are committed to exploring a variety of approaches to engage with community members, including meaningful engagement with Indigenous communities. Although a formal Community Engagement Plan has not yet been established, staff continue to advance engagement efforts through surveys, Open Houses, Public Information Centres, community outreach initiatives, and continued relationship-building with local Indigenous partners.
 Create Community Engagement Plan	☒ Increase engagement participation year over year	1/1/25	3/31/26	100.00%	Staff continue to see increased participation in both in-person engagement opportunities and online surveys. The Short Term Rental review represented the highest community engagement levels recorded to date, surpassing previous benchmarks and demonstrating strong and growing public interest in Town projects and initiatives.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
Commence Corporate Communication Plan	Roll out of Corporate Communication Plan to Staff	10/1/23	6/30/24	100.00%	The Corporate Communications Plan, developed in collaboration with RedBrick Communications, was completed and implemented on target.
Commence Corporate Communication Plan	Create and utilize standard communication template	10/1/23	6/30/24	100.00%	Communication templates are developed, in use, and formally included within the Corporate Communications Plan.
Commence Corporate Communication Plan	Track and report on media release success (i.e., media releases resulting in news stories in local newspapers)	10/1/23	6/30/24	100.00%	Staff is tracking the success rate of media releases and providing updates to the Senior Leadership Team.
Commence Corporate Communication Plan	Develop a Corporate Advertising Policy	10/1/23	6/30/24	100.00%	The Advertising Policy was approved by Council on September 23, 2025, and guides all advertising and sponsorship activities.
Commence Corporate Communication Plan	Establish social media guidelines and best practices	10/1/23	6/30/24	100.00%	Social media guidelines and best practices have been established and are available on the Town's website. These are incorporated in the Corporate Communications Plan.
PRIORITIES					
Culture & Workforce					
Maintain a robust training model	Develop Customer Experience training program for Staff and provide training annually	10/1/24	6/30/26	100.00%	Staff have completed a range of customer experience–focused training, including in-person <i>Caring for Customers</i> , mandatory online customer service training, and violence and harassment de-escalation in the second quarter of 2024. Additional capacity-building included attendance at the Municipal Service Delivery Conference in 2025, leadership training with customer experience components, and all-staff customer experience training in June of 2026.
Develop and implement People Strategy	Endorse People Strategy	10/1/23	6/30/24	50.00%	Staff remain actively engaged in advancing this project. A consultant has now been retained to support strategy development, a kickoff meeting has been completed, and the project is underway, with completion planned for 2026.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Develop and implement People Strategy	☒ Establish baseline metrics including recruitment and retention	10/1/23	6/30/24	100.00%	Recruitment and retention data is available and will be included with the pending People Strategy.
 Develop and implement People Strategy	☒ Develop customized leadership programs	10/1/23	6/30/24	100.00%	An annual leadership program has been established. A pilot program began in the third quarter of 2024, involving sixteen staff members and concluded in the first quarter of 2025. The business case for the Corporate Leadership Team training program for 2025 wasn't approved in the 2025 budget.
 Develop and implement People Strategy	 Create Succession Plan	10/1/23	6/30/24	50.00%	Succession planning is being developed as part of the broader People Strategy to support long-term workforce planning and organizational continuity.
 Develop and implement People Strategy	☒ Establish core values	10/1/23	6/30/24	100.00%	The Town's core values have been established as follows: Innovative Service, Dynamic Teamwork, and Collective Ownership.
 Develop and implement People Strategy	☒ Measure employee satisfaction	10/1/23	6/30/24	100.00%	A comprehensive staff survey was issued in the first quarter of 2025, covering satisfaction, recognition preferences, and health and safety. Results informed the development of a Staff Experience Action Plan. A second staff survey was conducted in 2026 to continue tracking employee satisfaction and inform an update to the Staff Experience Action Plan.
 Optimize and Promote Volunteer Firefighter Model	☒ Implement Fire Alarm Assistance Program	10/1/23	6/30/26	100.00%	The Alarm Assistance Program commenced on November 1, 2023. By June 2025, 121 have participated in the program. Staff will continue to evaluate the program to identify potential improvements.
 Optimize and Promote Volunteer Firefighter Model	 Develop VFF recognition program	10/1/23	6/30/26		

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
 Optimize and Promote Volunteer Firefighter Model	☒ Endorse a Stand of Cover: Community Risk Reduction	10/1/23	6/30/26	100.00%	Fire & Emergency Services Department has been awarded a Certificate of Achievement by the Center for Public Safety Excellence (CPSE) under the Community Risk Assessment / Standards of Cover Certificate of Excellence Program
 Optimize and Promote Volunteer Firefighter Model	☒ Measure recruitment and retention efforts	10/1/23	6/30/26	100.00%	To improve future recruitment efforts, Staff are implementing initiatives targeting local talent and tracking application trends to assess their impact. We were successful in recruiting 14 recruits in 2024. Retention strategies have been strengthened through enhanced training programs, and a firefighter feedback survey will be introduced to refine retention efforts further.
 Optimize and Promote Volunteer Firefighter Model	☒ Track public education opportunities	10/1/23	6/30/26	100.00%	Fire & Emergency Services consistently monitors and tracks emerging public education opportunities, implementing them as they become available.
 Optimize and Promote Volunteer Firefighter Model	☒ Expand community outreach programs	10/1/23	6/30/26	100.00%	Fire & Emergency Services is dedicated to expanding outreach initiatives and will continue to explore community opportunities guided by risk assessment documents. The recruitment for a Volunteer Public Education Team is complete, and the team is active.
☒ Employ diversity, equity, and inclusion strategies to inform internal practices and service delivery	☒ Document diversity, equity, and inclusion plans	10/1/23	3/31/25	100.00%	In April 2024, staff planned and delivered internal initiatives to promote diversity, equity, and inclusion in recognition of Diversity Month. Policy P-CS-20-009 (<i>Diversity and Inclusivity in the Workplace</i>) was implemented in 2025, and in the fourth quarter of 2025, Staff launched an internal DEI Staff Committee to help lead initiatives and document action planning.
☒ Employ diversity, equity, and inclusion strategies to inform internal practices and service delivery	☒ Provide cultural sensitivity training to Staff	10/1/23	3/31/25	100.00%	Cultural sensitivity training continues to be integrated into the Town's annual training program and forms part of the all-Staff Customer Experience training that was completed in June of 2026.

Action Items	Indicators of Success	Target Start Date	Target End Date	% Complete	Status Update
☒ Advance Truth and Reconciliation Calls to Action	☒ Advance Truth and Reconciliation Calls to Actions	10/1/23	3/31/25	100.00%	Each year, the Town holds a flag-raising ceremony and reflective walk to encourage Staff to consider the tragic history of residential schools and help to ensure this legacy is not forgotten. Due to several changes at Town Hall and the Niagara Region Native Centre (NRNC), the Chief Administrative Officer's office organized an introduction meeting, which took place in June of 2024. Future discussions will take place, which will include drafting a Memorandum of Understanding with NRNC. Staff are looking into future training sessions to provide awareness and information.
☒ Advance Truth and Reconciliation Calls to Action	☒ Engage with Niagara Regional Native Centre	10/1/23	3/31/25	100.00%	In May 2024, staff held an meeting with the Niagara Regional Native Centre (NRNC). In November 2024, staff organized a facility tour for the NRNC. In December 2024, Staff organized food and toy drives to support NRNC. Staff remain committed to improving communication and collaboration with NRNC and its members.