

The Corporation of the Town of Niagara-on-the-Lake Information Report to Council

SUBJECT: 2022 – 2026 Council Strategic Plan Update
DATE: 2023-05-16
REPORT #: CAO-23-053
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BACKGROUND INFORMATION

At the beginning of each Council term, the Office of the Chief Administrative Officer coordinates the development of a Strategic Plan to establish key goals and initiatives that will move the community forward. Council's Strategic Plan provides direction to Town Staff about areas of focus as the organization works toward achieving its vision.

On March 21, 2023, at the COTW-General meeting, Council received Information Report CAO-23-041, an update on the process and timelines for the 2022 – 2026 Strategic Plan.

To date, the following meetings have taken place:

- Senior Management Team (SMT) Environmental Scan and Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- One-on-one meetings with all Council Members
- Council SWOT Analysis
- Joint Council and SMT Strategic Plan Session

A summary of the Joint Council and SMT Strategic Plan Session, held on April 19, 2023, and the next steps can be found in **Appendix I**. The information in Appendix I will be presented at the May 16, 2023, COTW-G meeting.

NEXT STEP / CONCLUSION

The next stage of the process is to present the information and analysis collected to date and engage the community. It is vital that the development of the Strategic Plan is an inclusive process, engaging and collaborating with residents, business owners, agencies, community partners, staff and Council in a variety of formats.

Input from Town residents and other stakeholders is essential to ensure the Strategic Plan adequately reflects the priorities and issues of the community. The Town recognizes its ability

to consistently deliver exceptional services to citizens depends on aligning its priorities with what matters the most to the community and spending time, energy and money accordingly.

Stakeholder engagement will take place via multiple methods:

- Public Information Centres (PIC)
- Online Survey
- Staff Survey
- Social Media Engagement
- Stakeholder One-on-One Interviews

Public Information Centres

The Public Information Centres will be an interactive booth where the community can provide feedback and ideas. Multiple locations and times were chosen to engage with multiple demographics, and a virtual PIC is planned for those unable to attend in person.

- Tuesday, May 23: 9:30 – 11:30 AM Community Centre Lobby
- Tuesday, May 23: 1:00 – 3:00 PM Queenston Library
- Monday, May 29: 12:00 – 2:00 PM Virgil Sports Park
- Monday, May 29: 3:30 – 5:30 PM Sparky's Park
- Tuesday, May 30: 11:30 – 1:30 PM Outlet Mall - Food Court
- Tuesday, May 30: 2:30 – 4:30 PM Courthouse Steps
- Tuesday, May 30: 6:30 PM Virtual PIC

The PICs and the online survey will be advertised via the Town's social media channels, newspaper ads, and posters at the Community Centre and Town Hall.

Online Survey

A draft copy of the online survey can be found in **Appendix II**. The survey will be available for two weeks, from May 18 to June 1.

Staff Survey

An internal Staff survey will be circulated the first week of June to request feedback on the proposed vision, mission, and pillars.

Social Media Engagement

Through the Town's social media channels, interactive engagement tools such as polls and choice questions will be asked to encourage instant feedback. The posts will encourage users to answer more questions via the online survey and/or attend a PIC.

Stakeholder One-on-One Interviews

It is proposed the following stakeholders be interviewed during the process of the Council's Strategic Plan:

- NOTL Regional Councillor – Andrea Kaiser
- NOTL Chamber of Commerce – President and/or Chair
- Niagara College – President or designate

A workshop will take place on Tuesday, June 13, 2023, before COTW-Planning to review the results of the stakeholder engagement and for Council to provide feedback. Next, Council will

review a draft Strategic Plan at the June 27, 2023, Council meeting and will have additional opportunities for feedback. A final draft of the Strategic Plan is anticipated to be presented at the July 25, 2023, Council Meeting.

Upon Council's approval of the Strategic Plan, a plan will be developed for implementation, ongoing monitoring and updates to Council and the community on the action plan and strategic plan accomplishments.

ATTACHMENTS

- **Appendix I** – Strategic Planning - Follow Up to April 19, 2023
- **Appendix II** – Strategic Planning - Draft Survey