



# Niagara-on-the-Lake

Follow Up to April 19, 2023,  
Strategic Planning Session

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## Where are we now?

- What is Strategy
- Council SWOT Analysis



## Where are we going?

- Corporate Mission and Vision



## What could get in our way?

- Risks and Barriers



## Future State: Collective

- Priorities and goals
- Re-envisioning Pillars



## Next Steps

- Community Engagement
- Timeline



**Where are  
we now?**



# What does “*STRATEGY*” mean to you?

- Future vision
- Roadmap
- Clarity
- Vision
- Intentional
- Direction
- Priorities

## Summary

- Develop an intentional roadmap of priorities to achieve the future vision





## Strengths

- Beautiful Environment
- Community Engagement
- Economic Base
- Friendly & Passionate People
- Geographical Location
- Heritage
- Image & Reputation
- Natural Environmental
- Physical & Cultural Assets
- Rural & Urban Mix
- Quality of Life
- Sense of Community
- World Class Tourism
- Youth



## Weaknesses

- Change Resistant
- Connected Community
- Development Averse
- Large Geography
- Lack of Healthcare
- Lack of Respectful Dialogue
- Needs of Villages
- No High School
- Parking
- Revenue Streams
- Seasonal Population
- Weak Employment Market



## Opportunities

- Broad Demographics
- Engaged Community
- Health Infrastructure
- Implement Strat Plan
- Next Generation
- Official Plan
- Proactive Development
- Post Secondary Institutions
- Smart Development
- Time Specific Goals
- Transparency
- Youth Mapping



## Threats

- Aging Population
- Corporate Capacity
- Diminishing Natural & Heritage Assets
- Economy
- Loud Minority
- Municipal Government Centralization
- Relations with Other Levels of Government

# Parking Lot Topics

Items that did not fit into Strategic Planning discussions, but we want to save for future discussions:

- Discretionary Grants
- Seasonal Healthcare Patients
- Bill 23
- Affordable Housing (Definition)
- MAT Revenue
- Who are our Community Partners
- Committees of Council (Timing)



**Where are  
we going?**



# Decision Point

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Option 1:  
Amend Corporate  
Mission and Vision

Option 2:  
Keep Corporate  
Mission and Vision

## Corporate Mission

At your service – providing outstanding support, friendly assistance and effectively delivered services to our residents and businesses throughout Niagara-on-the-Lake

## Corporate Vision

Working together to maintain our heritage, agriculture and distinct beauty, while creating vibrant sustainable communities for all.

# Vision Proposals

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## Original

Working together to maintain our heritage, agriculture and distinct beauty, while creating vibrant sustainable communities for all.

## Option 1

Sustain our distinct identity while creating a vibrant and complete community for all.

## Option 2

Working together to cultivate our heritage, agriculture and distinct beauty while creating a vibrant, livable community.

## Option 3

Enhancing our heritage, agriculture and natural beauty, while creating a resilient, vibrant and welcoming community for all.

# Mission Proposals

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## Original

At your service – providing outstanding support, friendly assistance and effectively delivered services to our residents and businesses throughout Niagara-on-the-Lake.

## Option 1

Deliver effective, efficient, quality programming.

## Option 2

To deliver exceptional municipal services to the Town of Niagara-on-the-Lake.

## Option 3

Working together to achieve excellence.

**What could  
get in our  
way?**



# Risks and Barriers to Achieving Mission & Vision

- Attitude
- Capacity
- Economy
- Finances
- Legislative Changes (Regional, Provincial, Federal)
- Other Levels of Government
- Pandemics
- People
- Politics
- Resources (Staff, Supply Chain, Money)
- Time
- (Un)Realistic Expectations
- Weather



# Future State: Collective



# Future State: Potential New Priorities & Goals

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- Advocacy & Government Relations
- Asset Management Plan
- Climate Change Adaptation Plan
- Closing the gap on capital investments
- Coastal Protection Program Strategy
- Customer Experience Excellence Strategy
- Cybersecurity Strategy
- Define, Restructure, and Strengthen Community Partnerships
- Development Guidelines
- Diversity, Equity & Inclusion Lens
- Enforcement Plan: By-law Updates
- Environmental Lens
- Facilities & Land Optimization
- Fleet Services Review (Ops/Greening/\$)

# Future State: Potential New Priorities & Goals

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- Heritage Resources
- Housing Strategy
- Increase Healthcare Infrastructure
- Increase Awareness of Volunteer Firefighter Model
- Internal: Optimize Performance
- Irrigation Master Plan and System Expansion
- Master Servicing Plan
- Modernization Efforts
- Natural Assets Plan
- People Strategy (Recruit & Retain)
- Physician Recruitment Strategy
- Planning for Progress
- Protect Distinct Community Assets
- Recreational Master Plan
- Revenue Generation (Sponsorships & Donations, User fees, \$ Recovery)

# Future State: Potential New Priorities & Goals

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- Shared Services Strategy
- State-of-Good Repair Program
- Streamline Processes
- Strengthen Communication Methods
- Sustainable Budget & Fiscal Responsibilities
- Tourism Strategy
- Traffic Calming
- Transportation Master Plan
- Tree Planting Plan & Program
- Update Official Plan
- Update Secondary Plans
- Vibrant Economy - Economic Development / BR&E / MAT / etc.
- Waterfront Strategy
- Youth Programs, Activities, and Facilities

# Town of Niagara-on-the-Lake Strategic Plan Options

Community Pillars

Internal/Staff Pillar

## Pillar A

- Vibrant & Complete Community
- Vibrant Community
- Community-Minded Guided Growth

### Example Priorities & Goals:

- Economic Development
- Healthcare Infrastructure
- Planning for Progress
- Tourism Strategy
- Youth Programs

## Pillar B

- Good Governance
- Transparent Government
- Responsible Government

### Example Priorities & Goals:

- Advocacy Government Relations
- Revenue Generation
- Shared Services
- Sustainable Budget

## Pillar C

- Infrastructure Investment
- Optimize Community Assets & Infrastructure

### Example Priorities & Goals:

- Asset Management Plan
- Facility & Land Optimization
- State-of-Good Repair Program
- Transportation Master Plan

## Pillar D

- Municipal Excellence
- Optimize Performance

### Example Priorities & Goals:

- Customer Experience Strategy
- Enforcement Plan: By-law Updates
- People Strategy
- Streamline Processes

# Next Steps



# Stakeholder Engagement

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- **Public Information Centres (PIC)**

- Tuesday May 23: 1:00 – 3:00 PM, Queenston Library
- Monday May 29: 9:00 – 11:00 AM, Community Centre Lobby
- 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

# Stakeholder Engagement

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- **Online Survey**
  - Hosted on Join the Conversation (JTC)
  - Thursday May 18 – Thursday June 1
- **Social Media Engagement**
  - Interactive engagement tools (i.e. Instagram story polls, Facebook polls, choice questions)
- **Staff Survey**
  - Monday June 5 – Wednesday June 14
- **Stakeholder Interviews**
  - Wednesday June 14 – Wednesday June 21
  - List of interviewees to be determined at May 16 COTW-G

# The Plan: Strategic Planning

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- ✓ **March 22 – April 5, 2023:**
  - One-on-one meetings with Council Members
- ✓ **April 19, 2023:**
  - Council SWOT Analysis and Strategic Plan Session
- **May 2023:**
  - Stakeholder Interviews and Public Engagement
  - **May 16, 2023, Presentation (COTW-G)**
    - Summary Presentation, Survey & Info Report
  - **Tuesday June 13, 4:30 – 5:30 PM, Workshop (COTW-P)**
    - Council and SMT Strategic Plan Workshop to present Stakeholder Engagement
  - **June 27, 2023, Presentation (Council):**
    - Draft Plan Presentation at Council
  - **July 25, 2023 (Council):**
    - Final Plan Presentation at Council





**Thank you.**