



Niagara-on-the-Lake

**Follow Up to April 19, 2023,
Strategic Planning Session**

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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

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

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

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

- 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

- 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

- 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

Diversity, Equity & Inclusion Lens and Environmental Stewardship Lens

Next Steps



Stakeholder Engagement

- **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

- **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

- ✓ **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.