



Niagara-on-the-Lake

Stakeholder Engagement Presentation
2022 – 2026 Council Strategic Plan

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Timeline



Community & Staff Engagement

- Demographics
- Vision
- Mission
- Lenses
- Pillars (Priorities / Name)
- Themes



Next Steps



Today's Objectives

1. Present Community Engagement Results
2. Present Staff Survey Results

Next Steps:

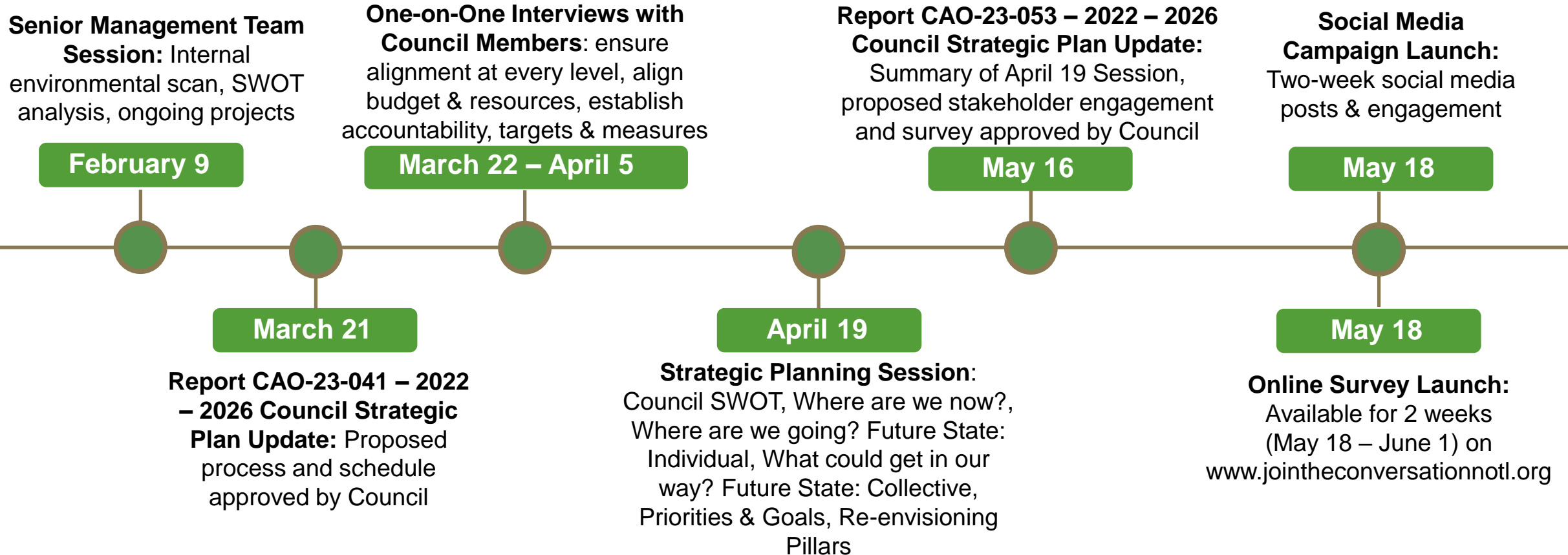
- *Pre-work Distribution*
- *Thursday, June 29, 2023, Strategic Plan Workshop*



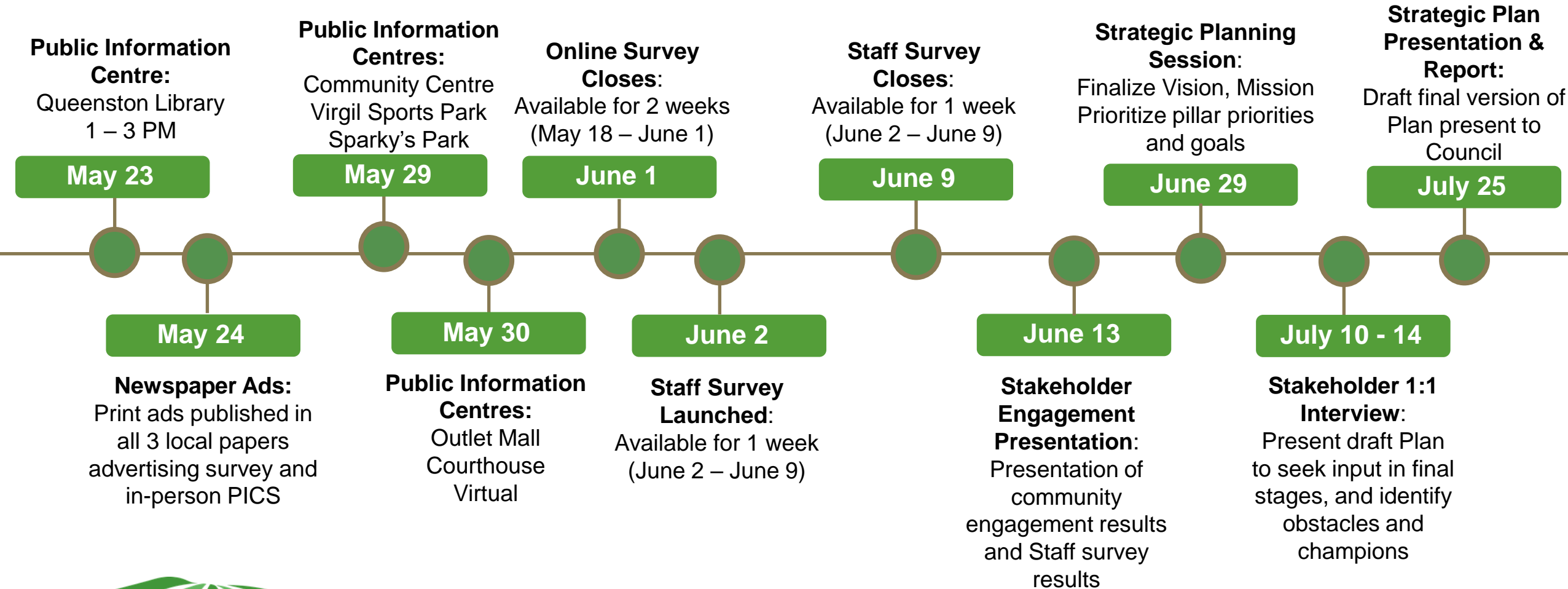
Timeline



Strategic Planning Timeline



Strategic Planning Timeline



Community Engagement



Community Engagement: Summary

Total Surveys: 177

Online Join the Conversation Website

Completed Survey (*Engaged*): **132**

Clicked on links (*Informed*): **289**

Visited Page (*Aware*): **453**



In-Person Public Information Centre (PIC)

Total Surveys Collected: **45**

Total Attendance: **98** engaged people

Queenston: **16**

Sparky's Park: **23**

Courthouse: **26**

Virgil Sports Park: **7**

Outlet Mall: **5**

Virtual: **4**

Community Engagement

For more information, please scan the QR code or visit jointheconversationnotl.org/strategic-plan-2022-2026.



Results will be presented to Council in June.

2022-2026 COUNCIL STRATEGIC PLAN PUBLIC FEEDBACK OPPORTUNITIES

Get involved in Council's Strategic Planning process!

- Complete the online survey before June 1, 2023.
- Register to attend the Virtual Information Session on May 30.
- Stop by any of the following locations in May to learn more and provide your input.

www.jointheconversationnotl.org/strategic-plan-2022-2026

Tuesday
23 **Queenston Library**
32 Queenston Street
1:00 p.m. to 3:00 p.m.

Monday
29 **Community Centre**
14 Anderson Lane
9:00 a.m. to 11:00 a.m.

Monday
29 **Virgil Sports Park**
1565 Four Mile Creek Road
12:00 p.m. to 2:00 p.m.

Monday
29 **Sparky's Park**
Tanbark Road
3:30 p.m. to 5:30 p.m.

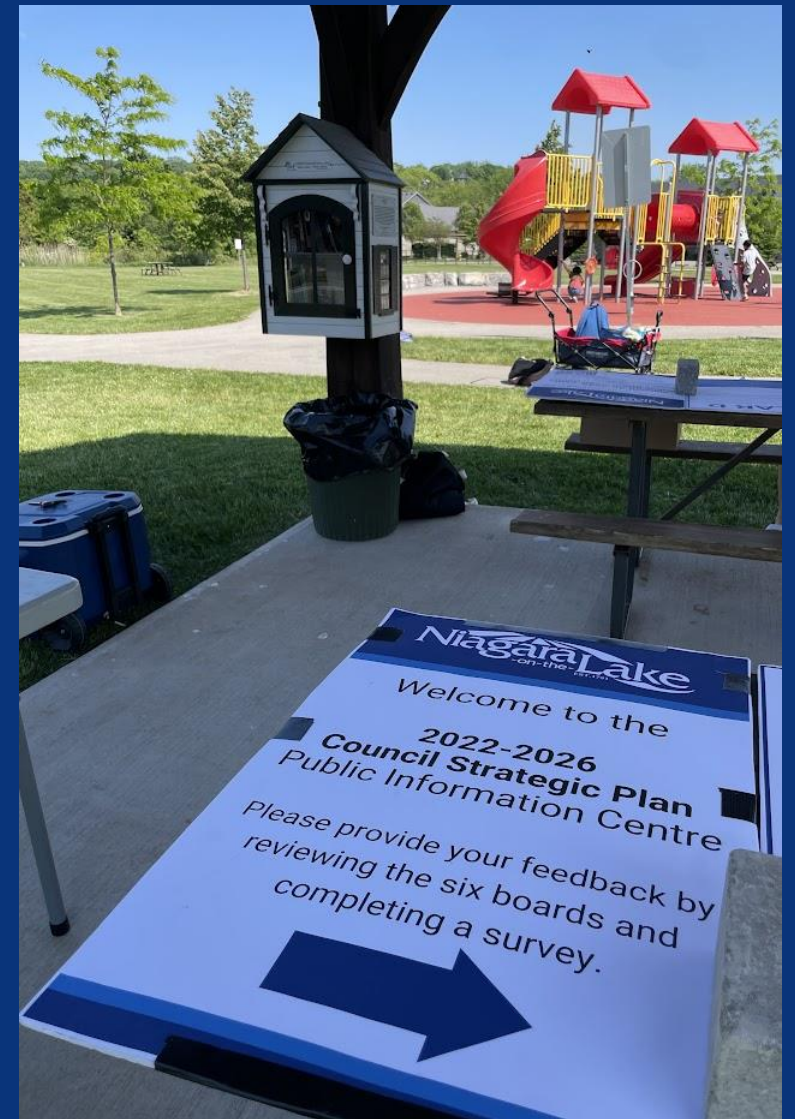
Tuesday
30 **Outlet Mall Food Court**
300 Taylor Road
11:30 a.m. to 1:30 p.m.

Tuesday
30 **Courthouse**
26 Queen Street
2:30 p.m. to 4:30 p.m.

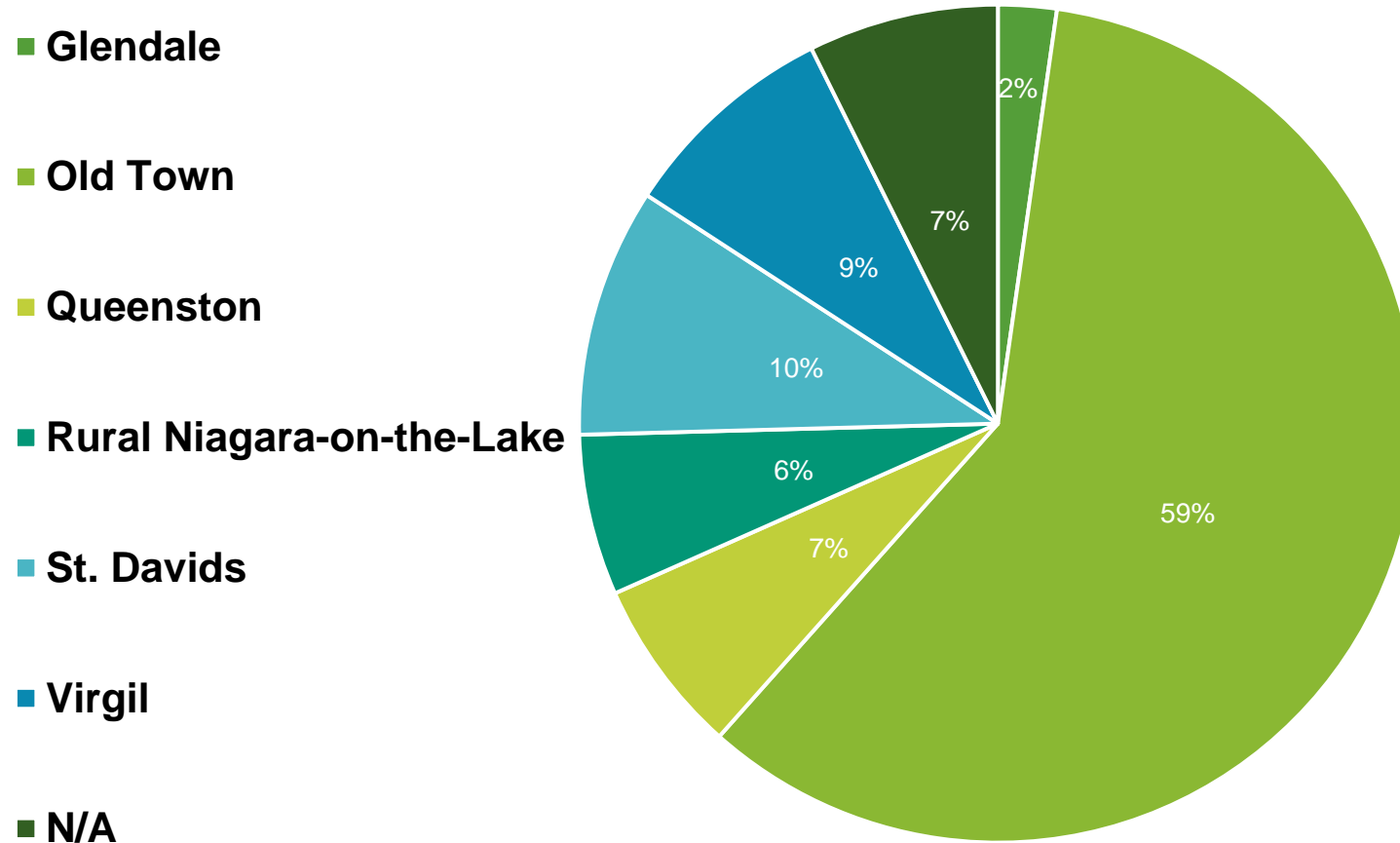
Tuesday
30 **Virtual Information Session**
Registration Required | 6:30 p.m.

1593 Four Mile Creek Road, Virgil ON, L0S 1T0
905-468-3266 | www.notl.com

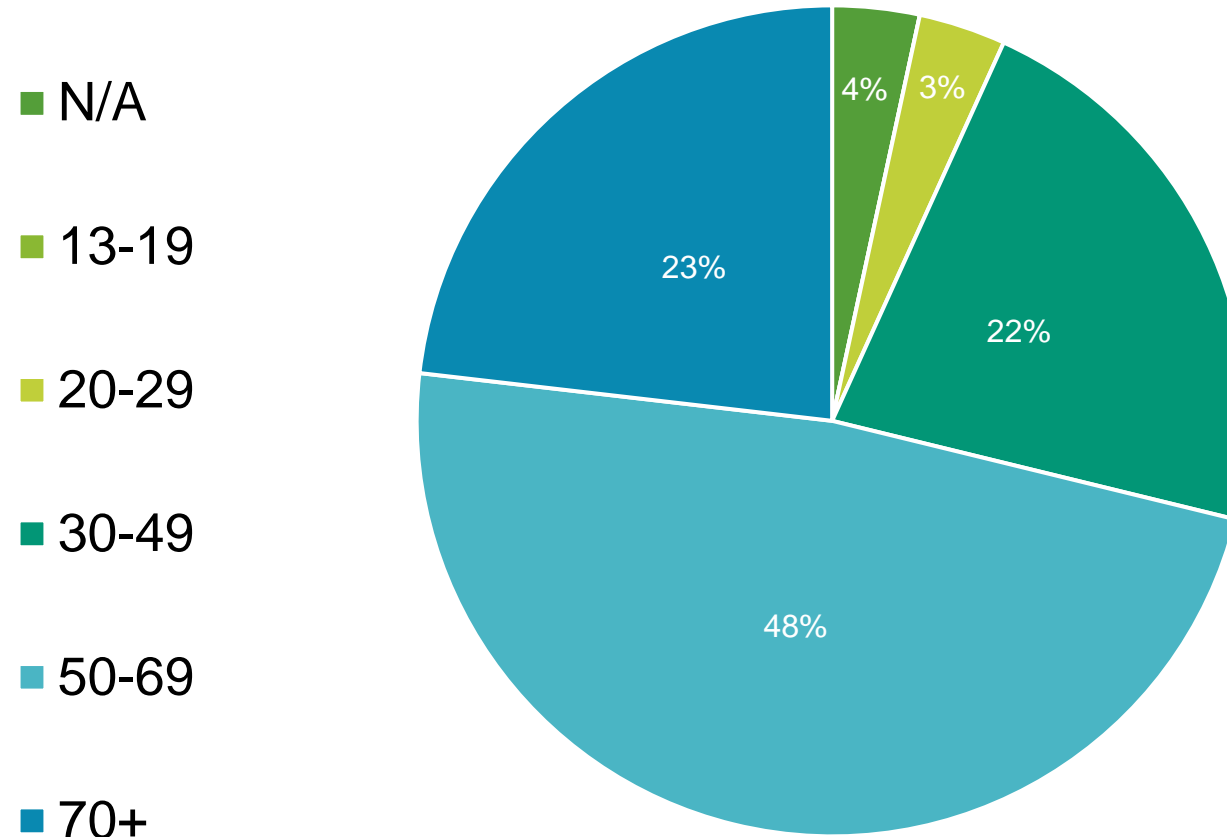




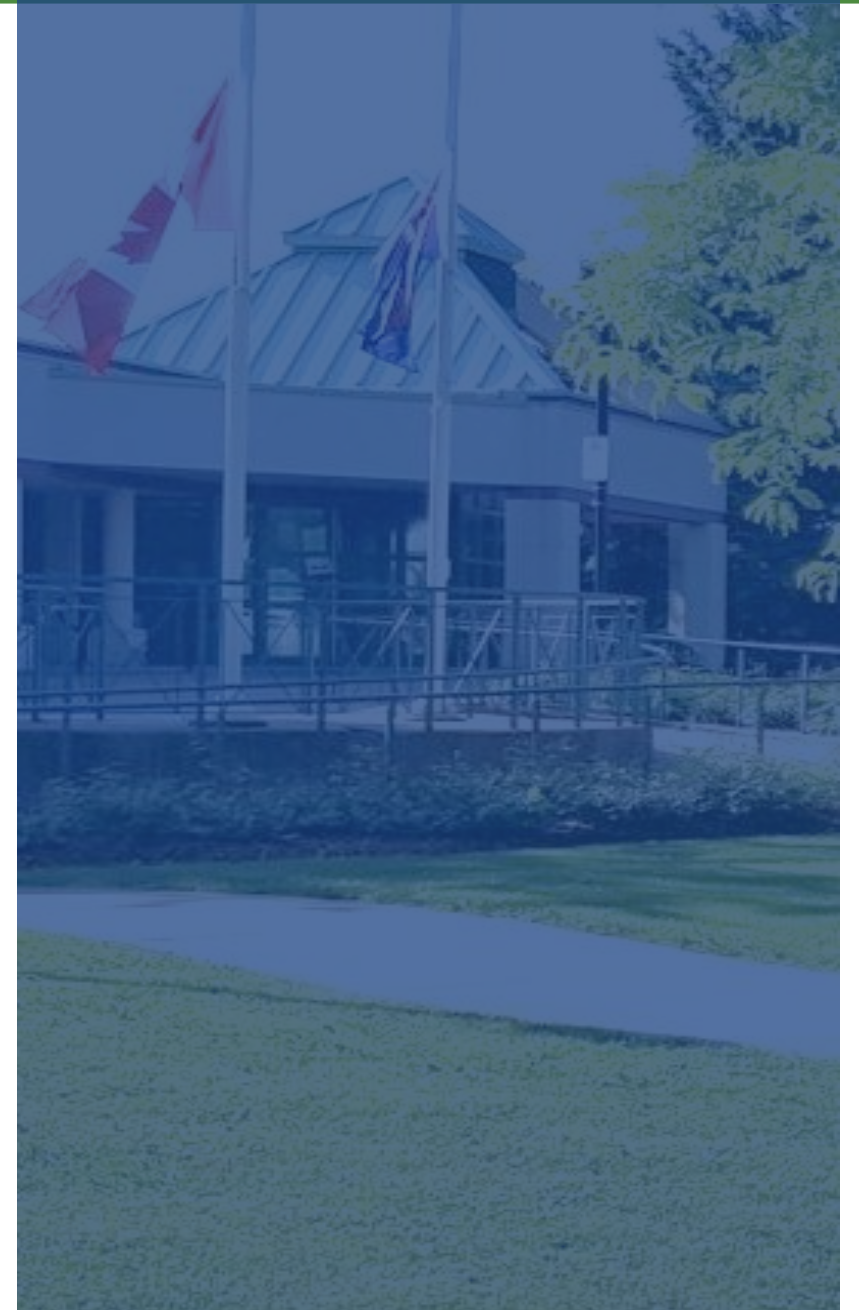
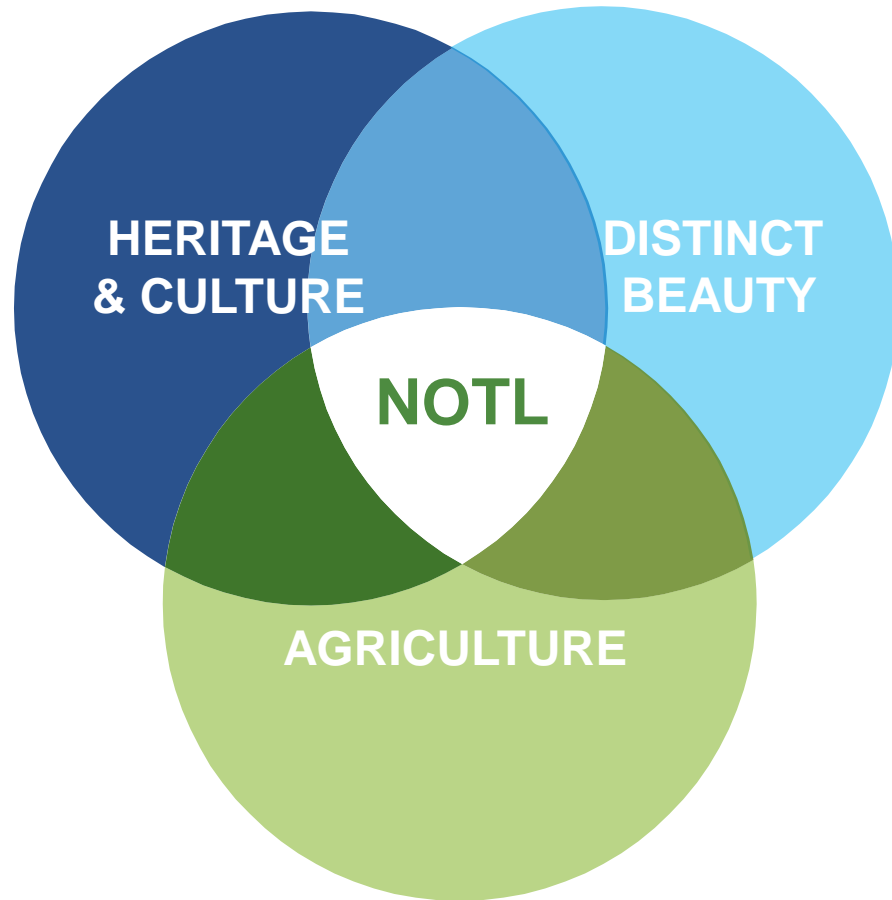
Demographics: What area do you live in?



Demographics: What age category are you?



Vision



Vision Question

A Vision statement describes what the municipality is going to achieve and shapes what the future will look like. Council and Senior Management worked to refine the Town's Vision statement. Which Vision do you prefer?

Vision Proposals

Current

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.

Vision Results: Community

Current



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

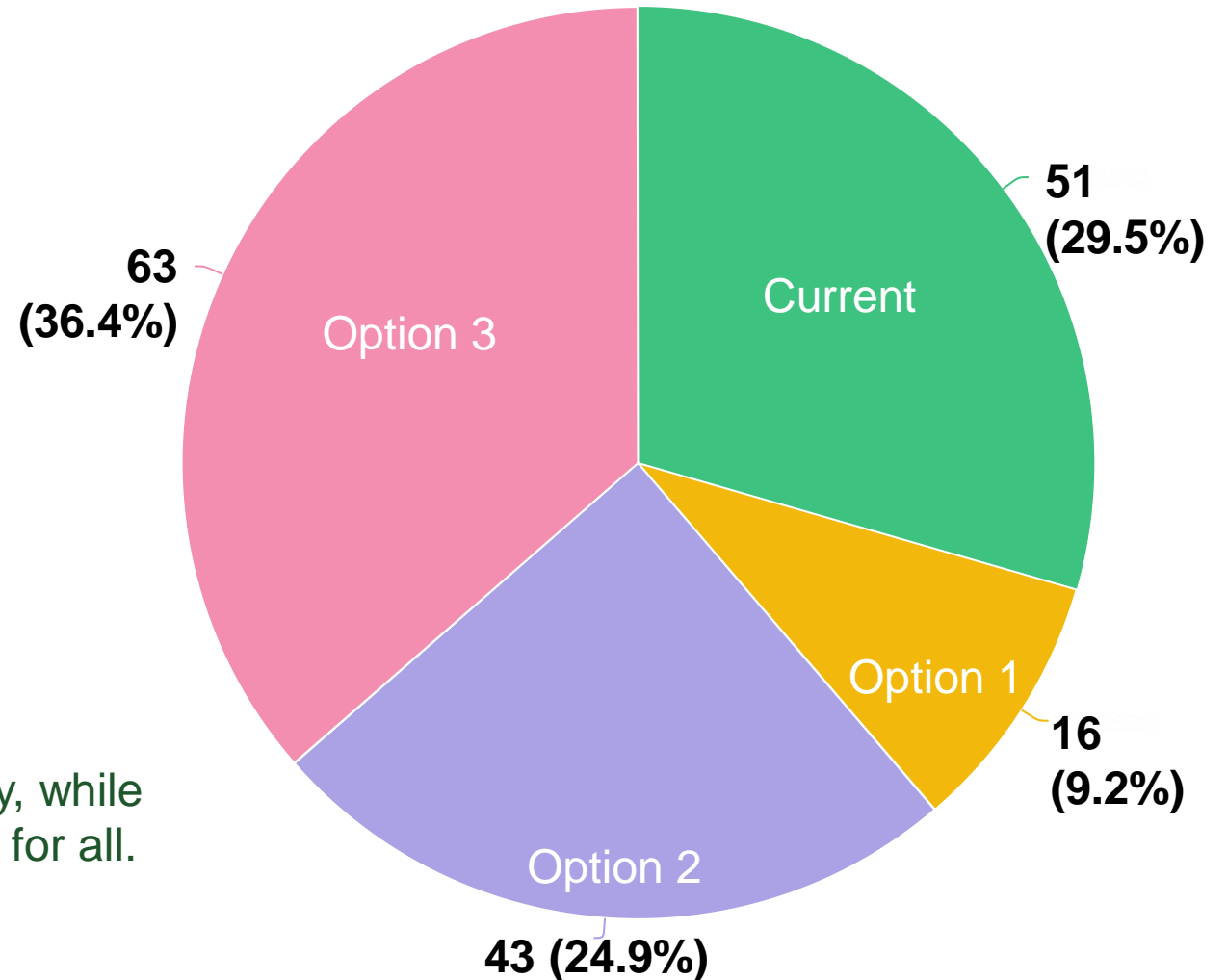


Working together to cultivate our heritage, agriculture and distinct beauty while creating a vibrant, livable community.

Option 3



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



Vision Results: Staff

Current



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

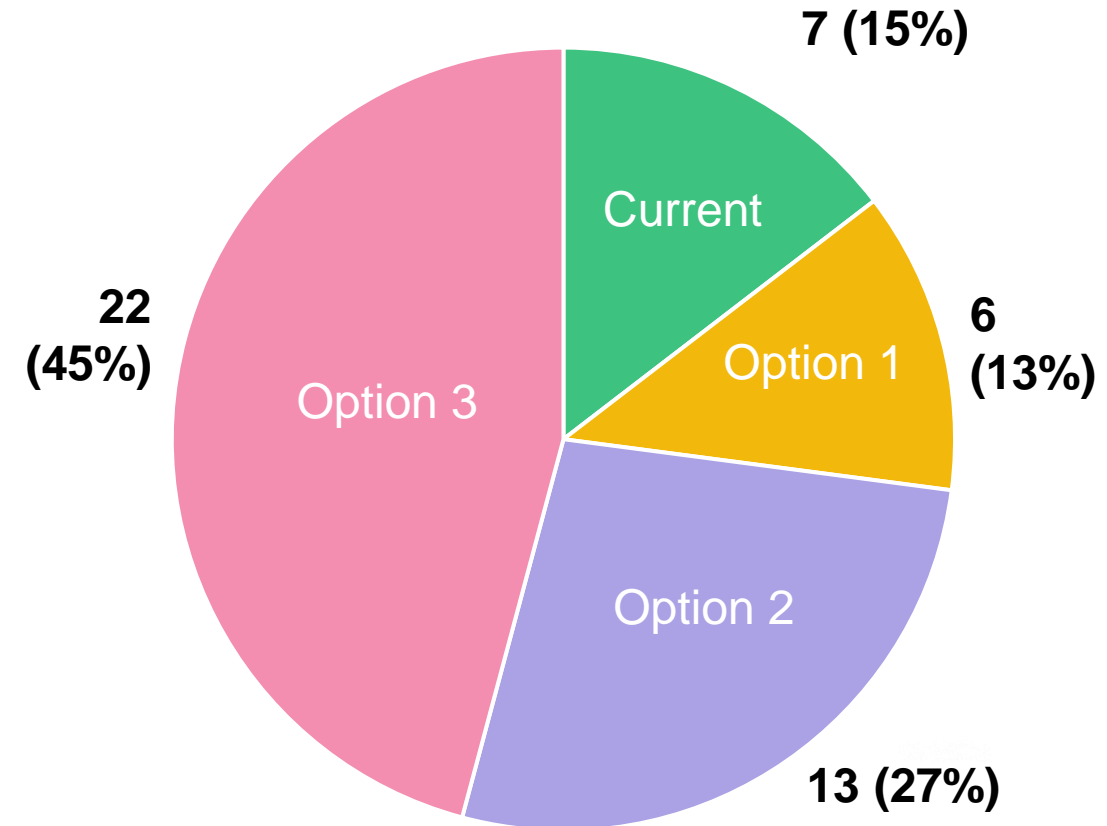


Working together to cultivate our heritage, agriculture and distinct beauty while creating a vibrant, livable community.

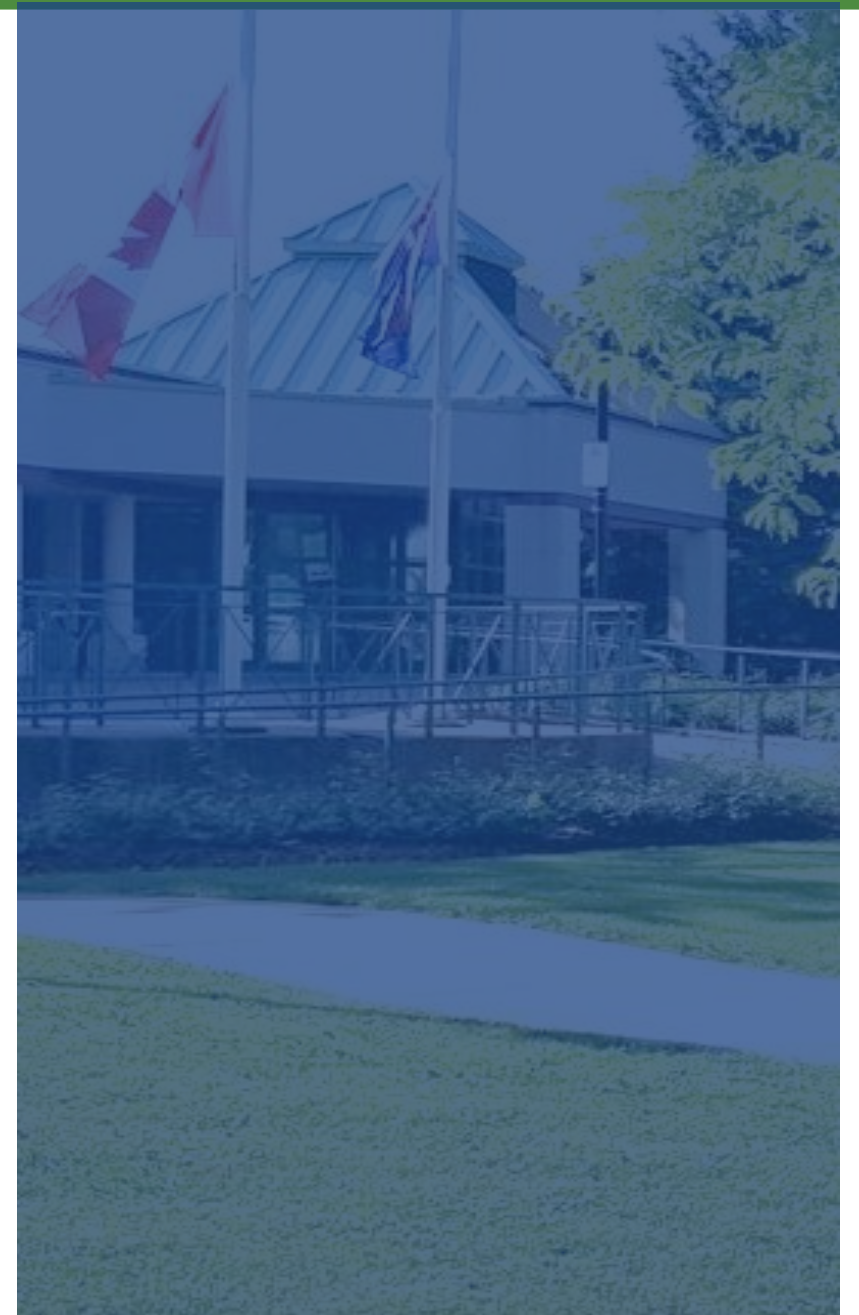
Option 3



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



Mission



Mission Question

A Mission statement describes the overall goals of the Town and what purpose it serves to the community. Council and Senior Management worked to refine the Town's Mission statement. Which Mission statement do you prefer?

Mission Proposals

Current

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.

Mission Results: Community

Current



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

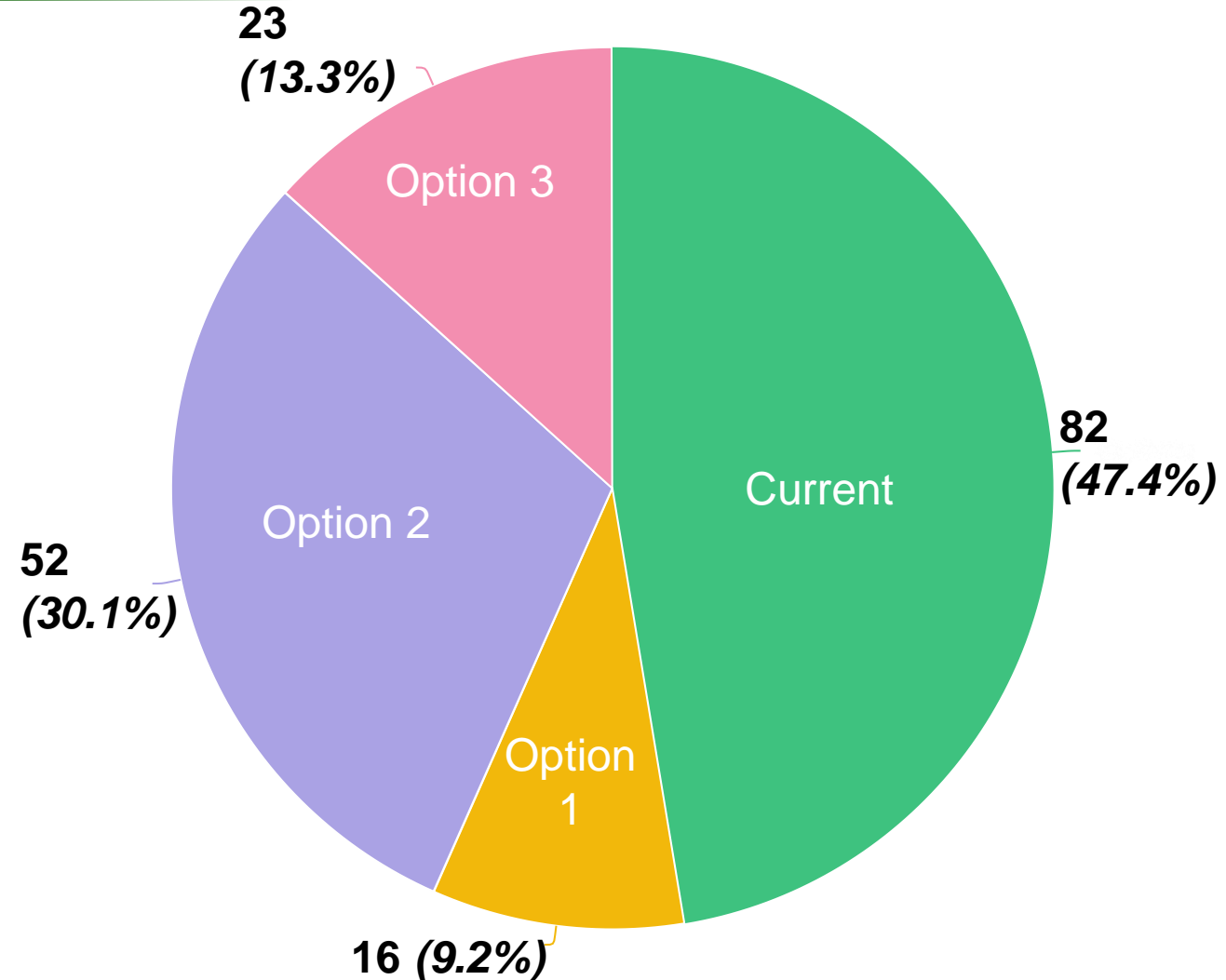


To deliver exceptional municipal services to the Town of Niagara-on-the-Lake.

Option 3



Working together to achieve excellence.



Mission Results: Staff

Current



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

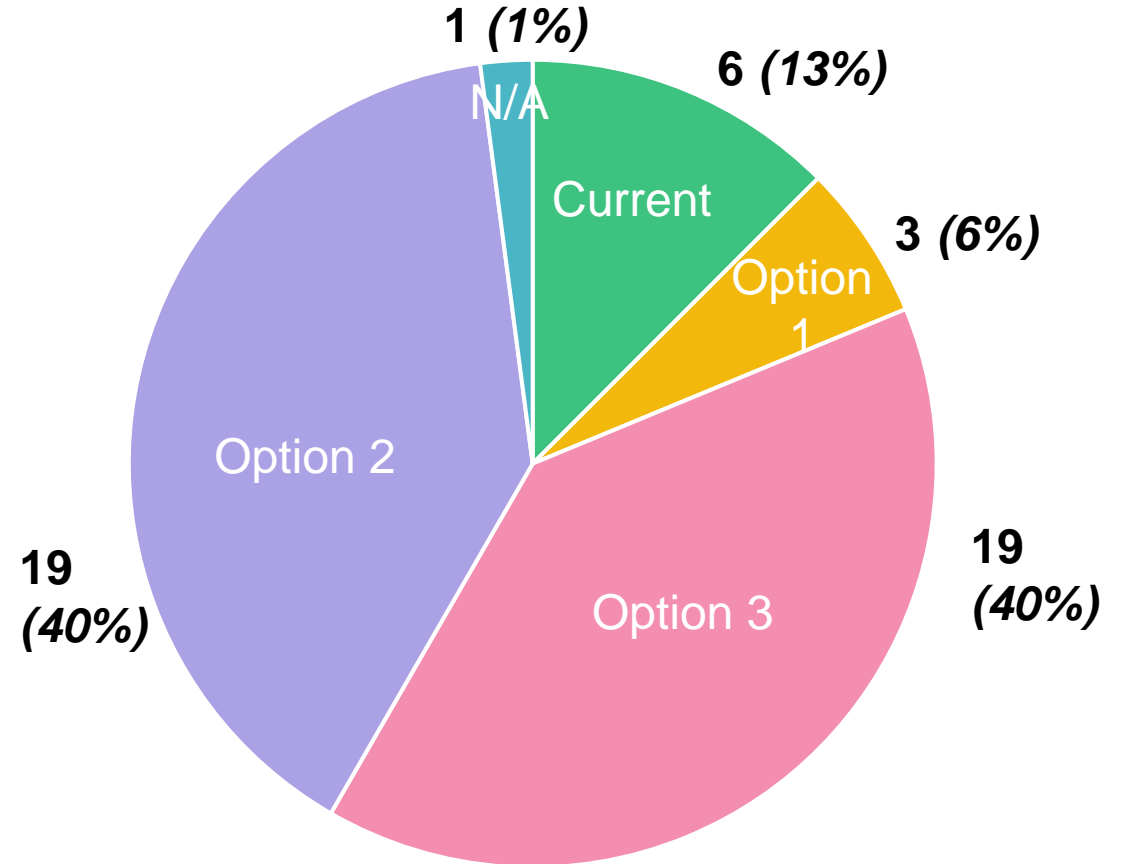


To deliver exceptional municipal services to the Town of Niagara-on-the-Lake.

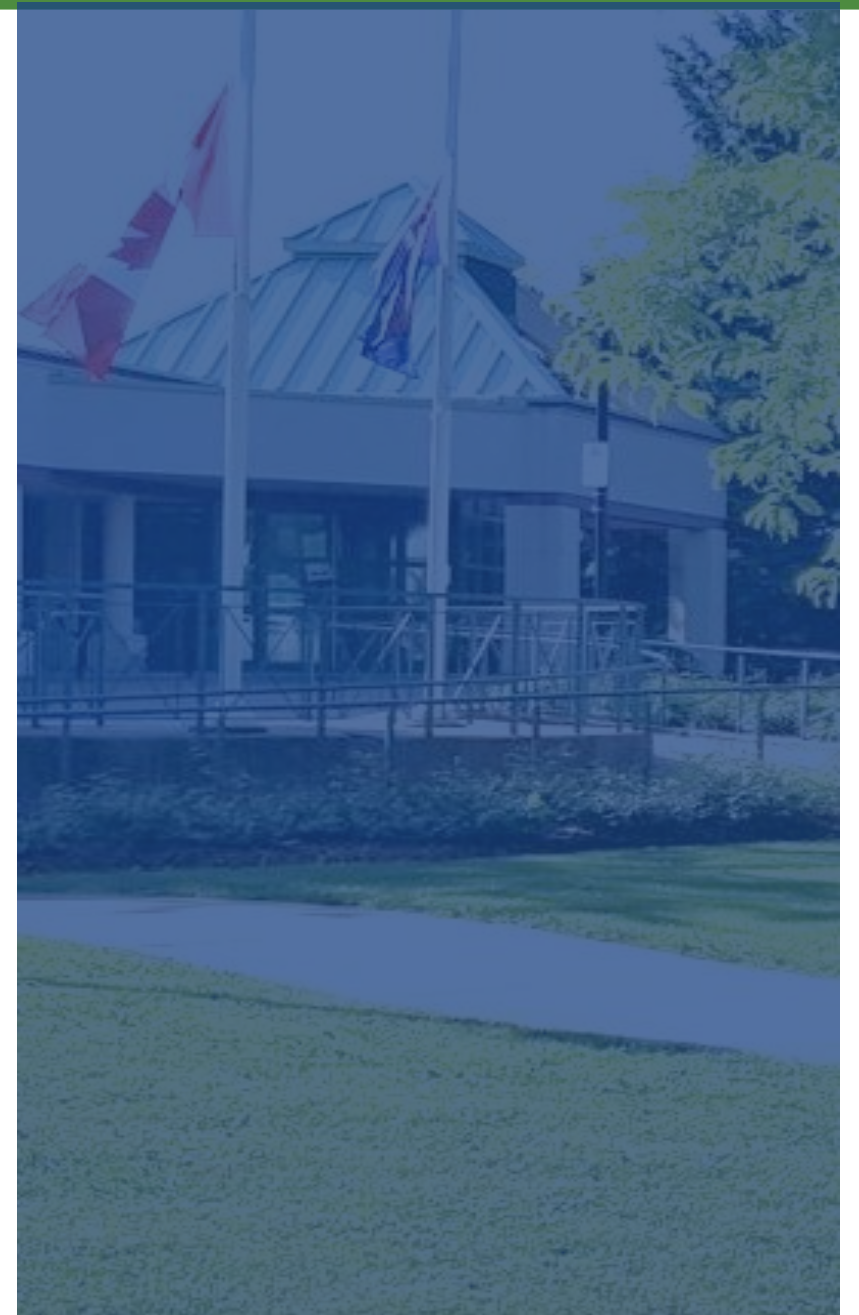
Option 3



Working together to achieve excellence.



Lenses



Lenses Questions

Please rank how important the following items are to you:

- Diversity, Equity, and Inclusion
- Environmental Stewardship

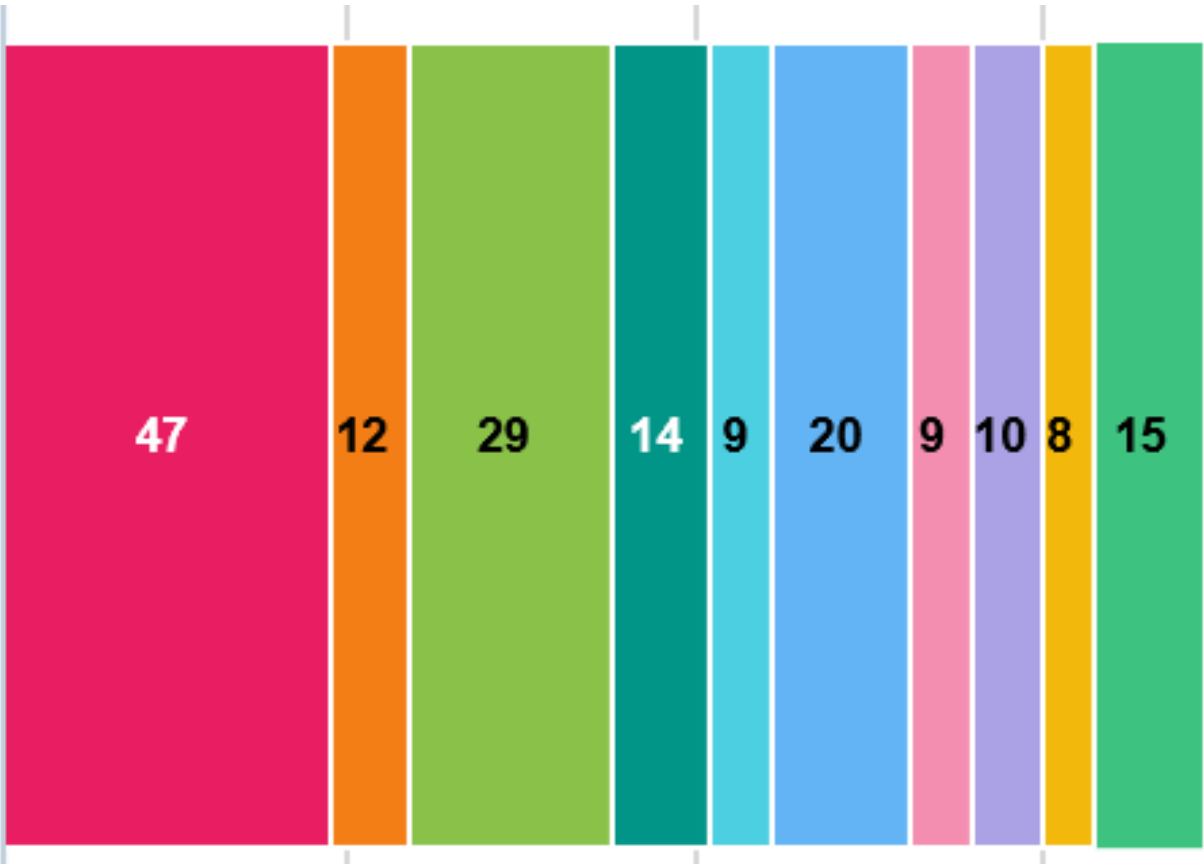
1 - not important at all

10 - extremely important

Lenses Results: Diversity, Equity & Inclusion

Question options

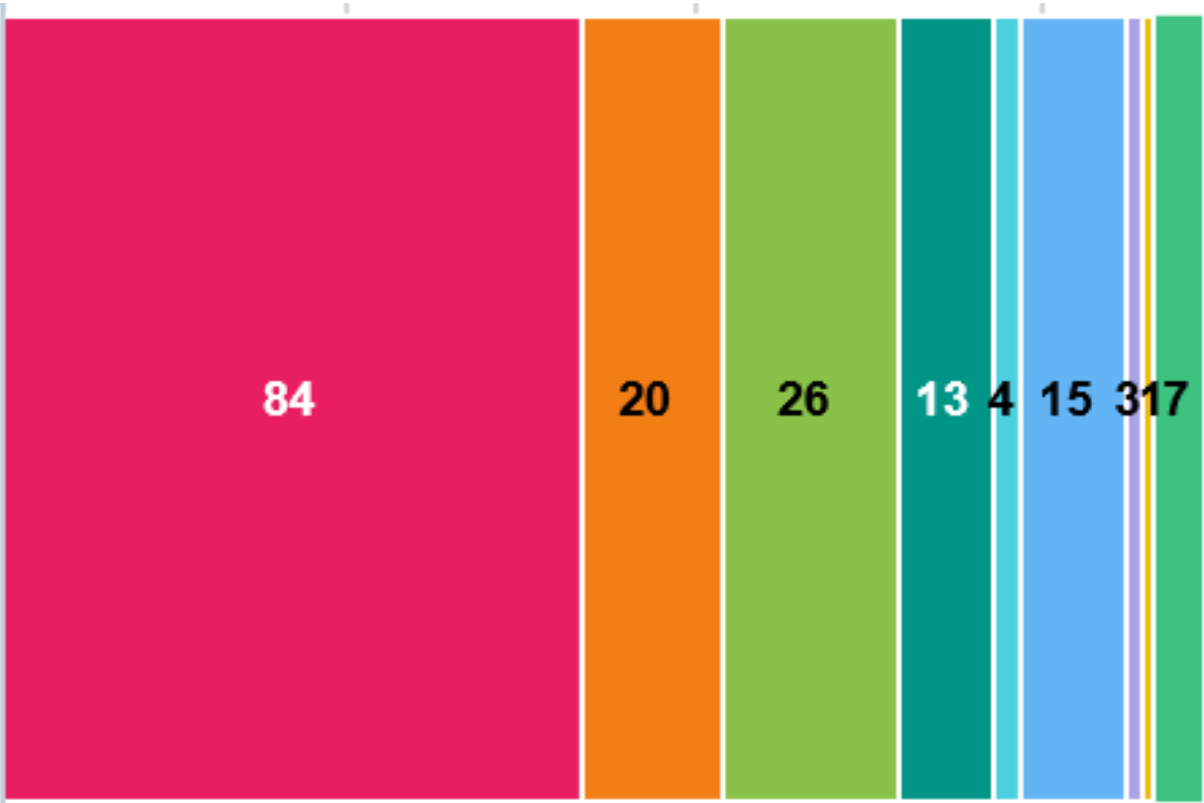
- 10
- 9
- 8
- 7
- 6
- 5
- 4
- 3
- 2
- 1



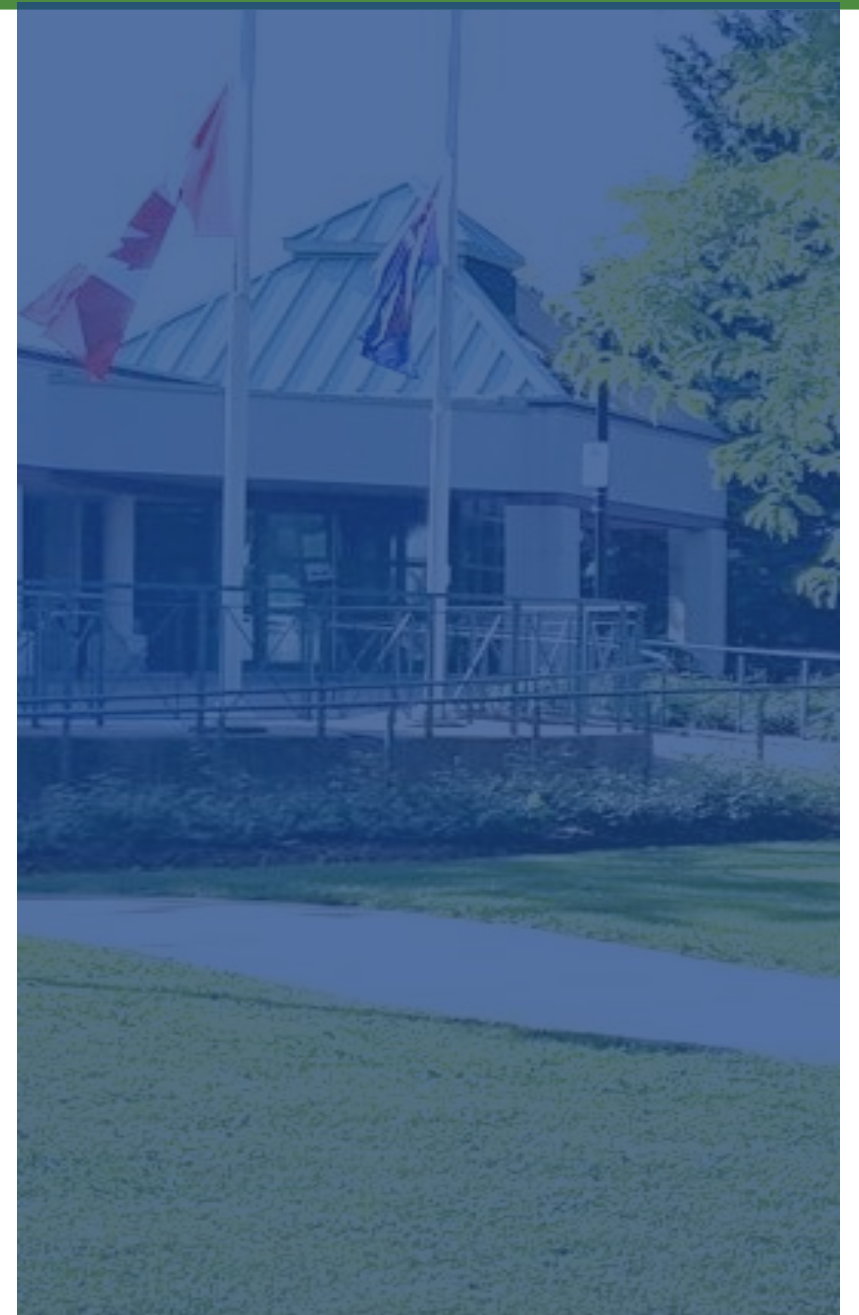
Lenses Results: Environmental Stewardship

Question options

- 10
- 9
- 8
- 7
- 6
- 5
- 4
- 3
- 2
- 1



Pillar A



Pillar A: Description

- Focus on transportation options and connectivity, mixed and efficient uses of land, healthy environments, job growth and business diversity
- Aims to meet basic needs of all residents in the community regardless of income, culture, or political ideologies
- Engaged, connected, and energized community members, where anyone can participate in a range of cultural, social, and recreational activities and have access to resources and amenities
- Strong sense of identity and purpose, as well as commitment to continuous improvement and growth
- Promotes a healthy and supportive environment that inclusively taps human, economic, and natural resources to thrive and grow together
- Involves collaborative planning and decision-making processes, and a focus on balancing the interests of various stakeholders

Pillar A: Question

What title do you prefer for Pillar A based on the description and example priorities and goals?

Option 1: Vibrant & Complete Community

Option 2: Vibrant Community

Option 3: Community-Minded Guided Growth

Pillar A: Name Results

Option 1 ●

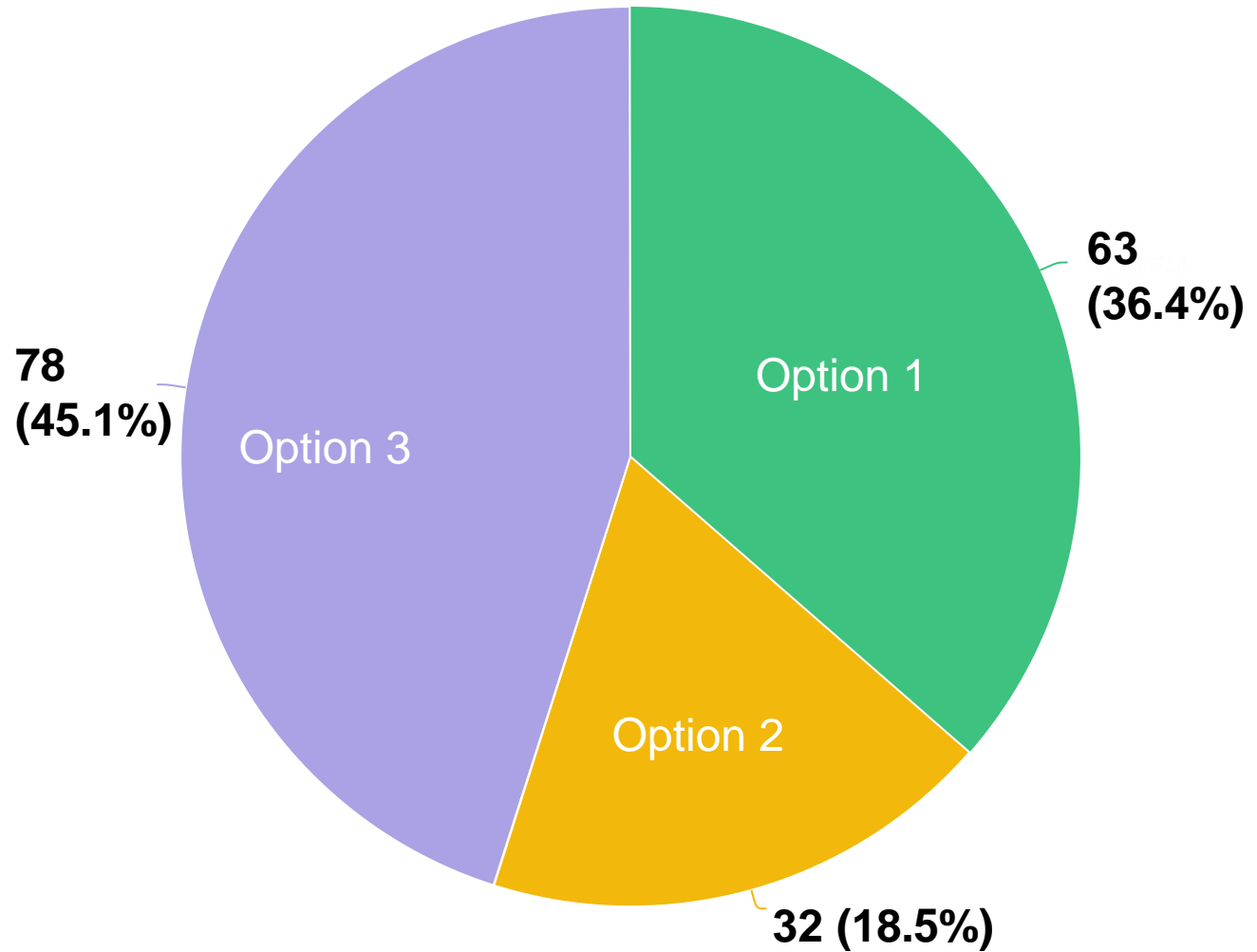
Vibrant & Complete Community

Option 2 ●

Vibrant Community

Option 3 ●

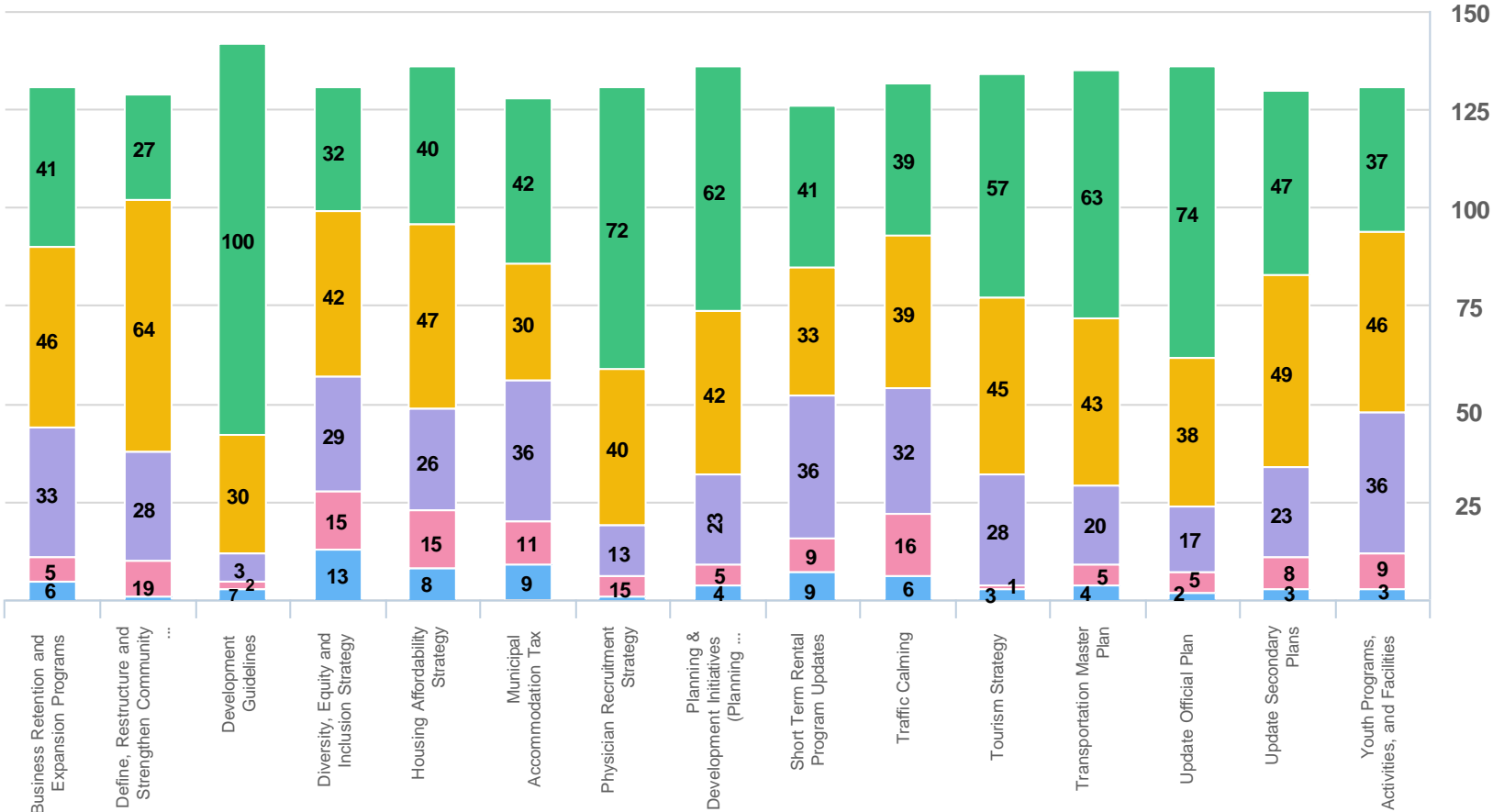
Community-Minded Guided Growth



Pillar A: Potential Priorities and Goals

Question options

- Not Important
- Slightly Important
- Moderately Important
- Important
- Very Important

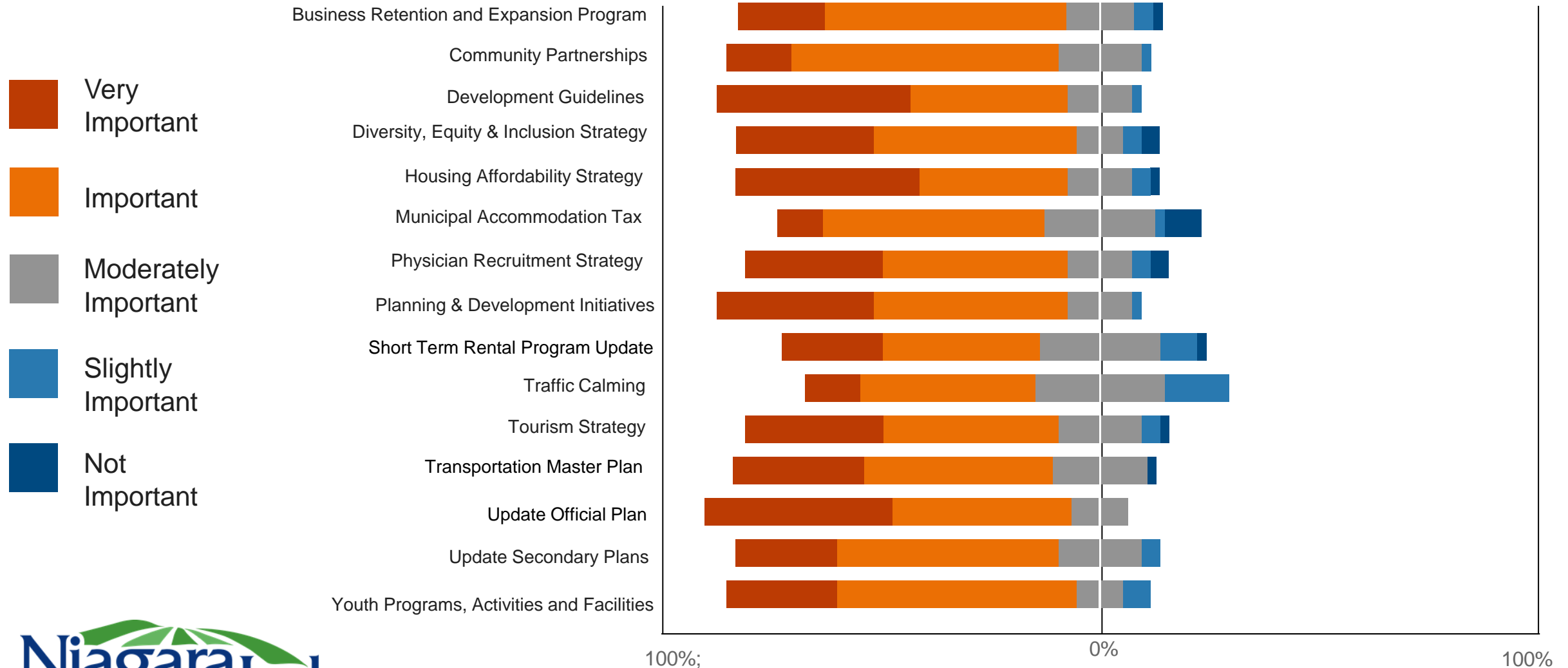


Pillar A: Potential Priorities and Goals Ranked

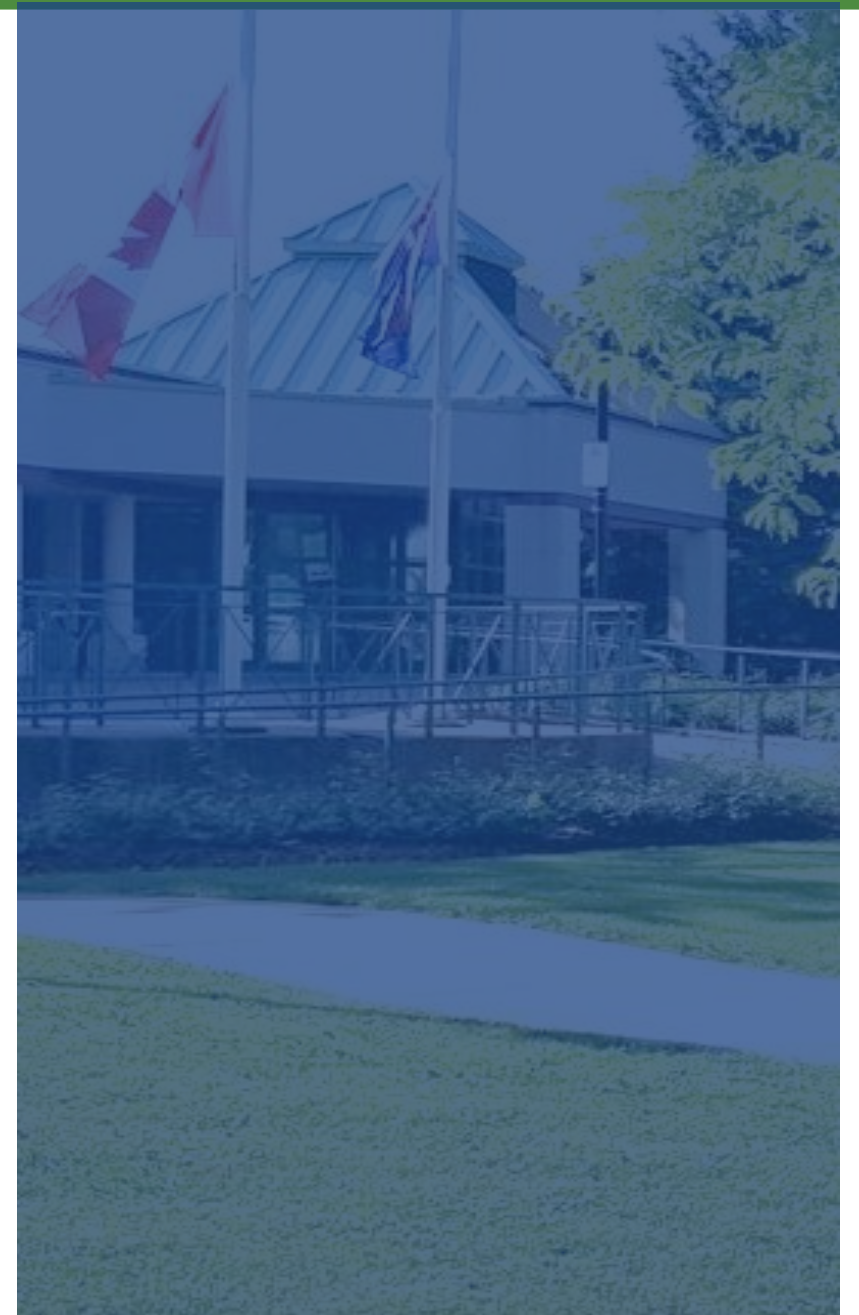
Ranked in order of top priority by combined total of Very Important and Important

1. Development Guidelines
2. Physician Recruitment Strategy
3. Update Official Plan
4. Transportation Master Plan
5. Planning & Development Initiatives (Planning for Progress)
6. Tourism Strategy
7. Update Secondary Plans
8. Define, Restructure, and Strengthen Community Partnerships
9. Business Retention & Expansion Programs
10. Housing Affordability Strategy
11. Youth Programs, Activities, and Facilities
12. Traffic Calming
13. Short Term Rental Programs Update
14. Diversity, Equity & Inclusion Strategies
15. Municipal Accommodation Tax

Pillar A: Staff Results



Pillar B



Pillar B: Description

- Manage public affairs in an efficient, effective, equitable, and accountable manner
- Fair and efficient use of public resources
- Make government activities and decision-making processes open and transparent to the public
- Disclosure of information about operations, budgets, policies, and procedures in a timely and accurate manner
- Government is accountable and responsive to the needs and interests of citizens
- Adopt policies and practices that are grounded in accountable and ethical behavior and sound judgment

Pillar B: Question

What title do you prefer for Pillar B based on the description and example priorities and goals?

Option 1: Good Governance

Option 2: Transparent Government

Option 3: Responsible Government

Pillar B: Name Results

Option 1 ●

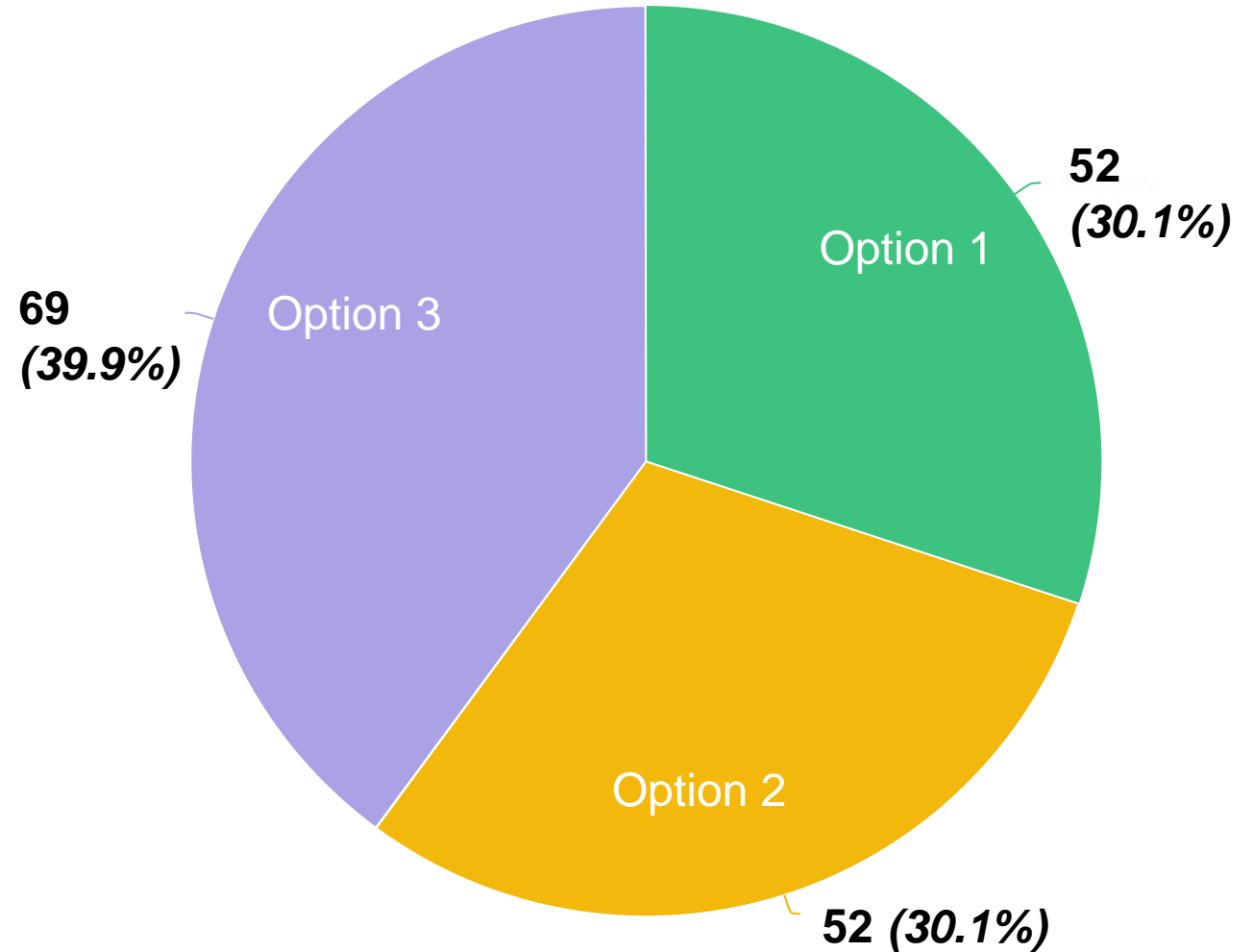
Good Governance

Option 2 ●

Transparent Government

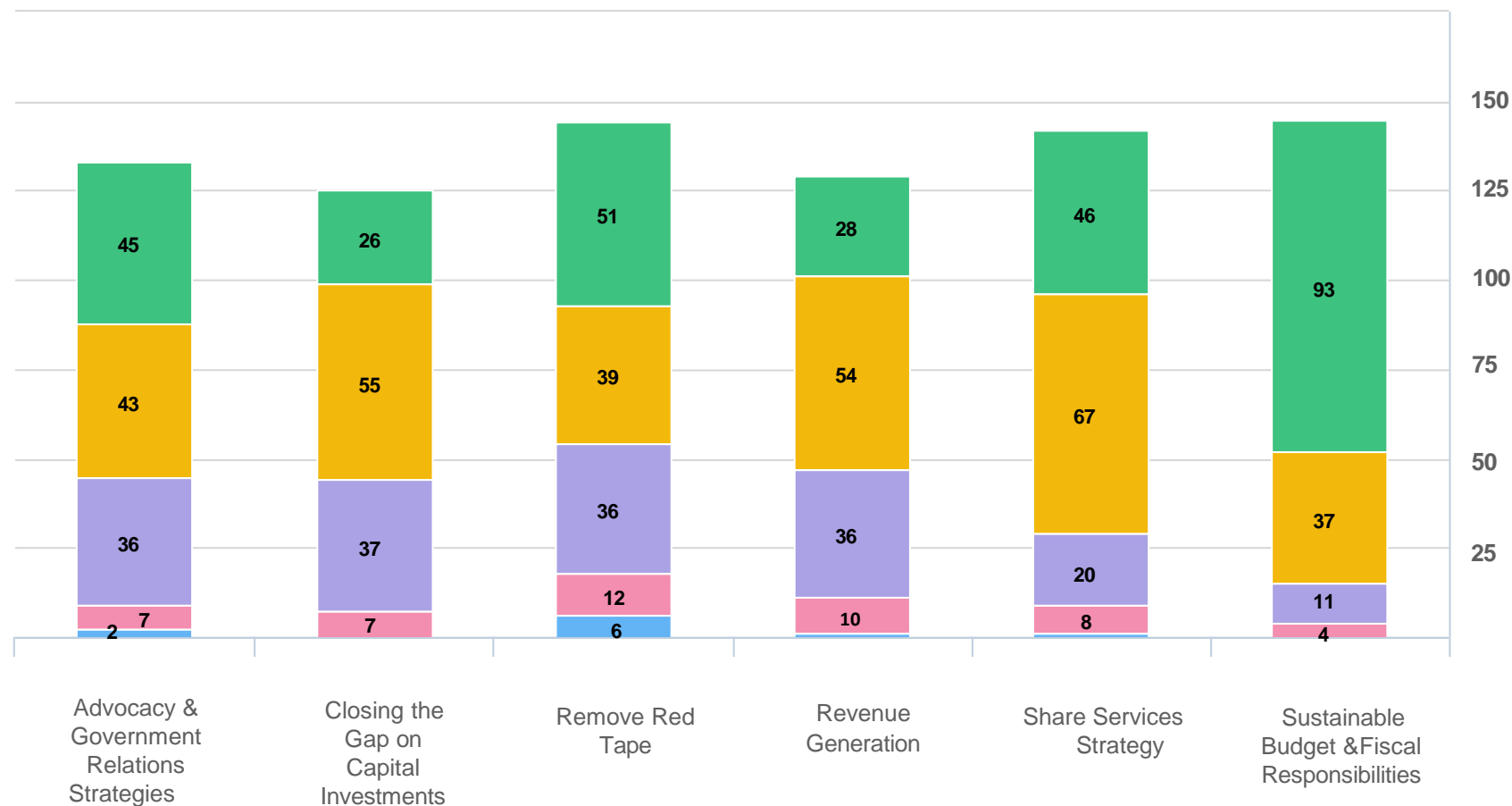
Option 3 ●

Responsible Government



Pillar B: Potential Priorities and Goals

Question options

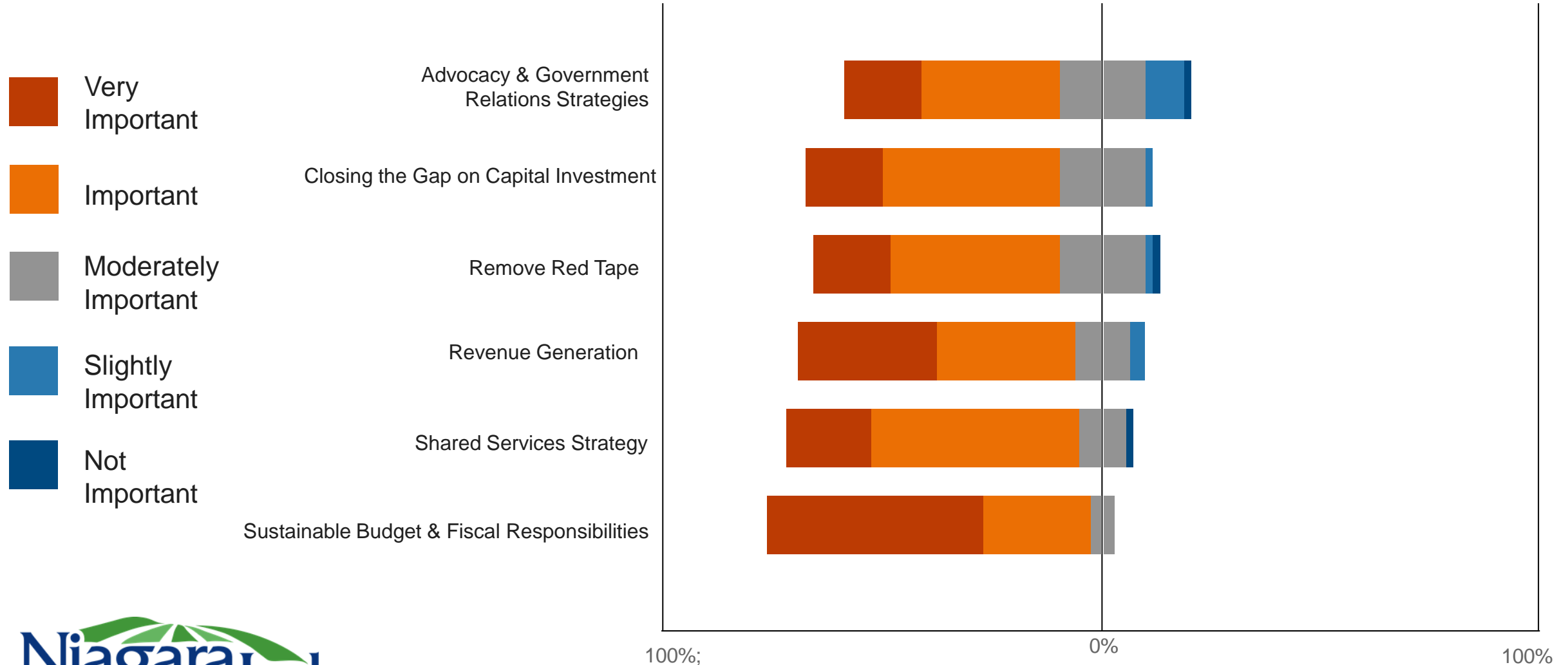


Pillar B: Potential Priorities and Goals Ranked

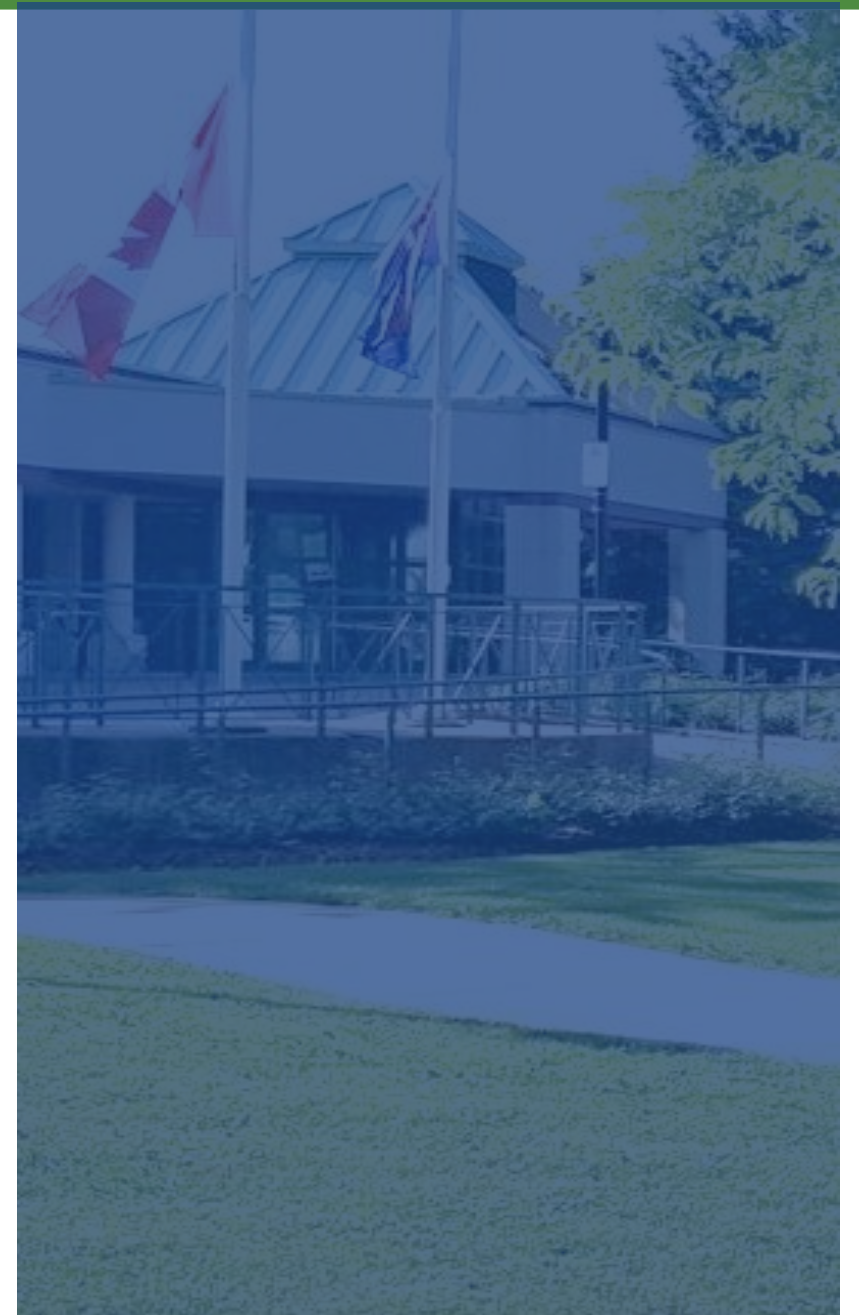
Ranked in order of top priority by combined total of Very Important and Important

1. Sustainable Budget & Fiscal Responsibilities
2. Shared Services Strategy (work with Region and Local Area Municipalities)
3. Advocacy & Government Relations
4. Revenue Generation (Sponsorships & Donations, User fees, \$ Recovery)
5. Closing the Gap on Capital Investments
6. Remove Red Tape

Pillar B: Staff Results



Pillar C



Pillar C: Description

- Development of strategies and allocation of financial resources to support the development, maintenance, and improvement of physical, environmental and social infrastructure (i.e. roads, bridges, water and wastewater systems, schools, healthcare, transit)
- Promotes economic growth, creates jobs, improves quality of life, enhances environmental stewardship and ensures public safety and security
- Identifies and leverages strengths and resources of community to achieve desired outcomes and develop strategies to maximize the impact of available resources
- Maximizes physical and social infrastructure while identifying ways to improve and expand existing infrastructure

Pillar C: Question

What title do you prefer for Pillar C based on the description and example priorities and goals?

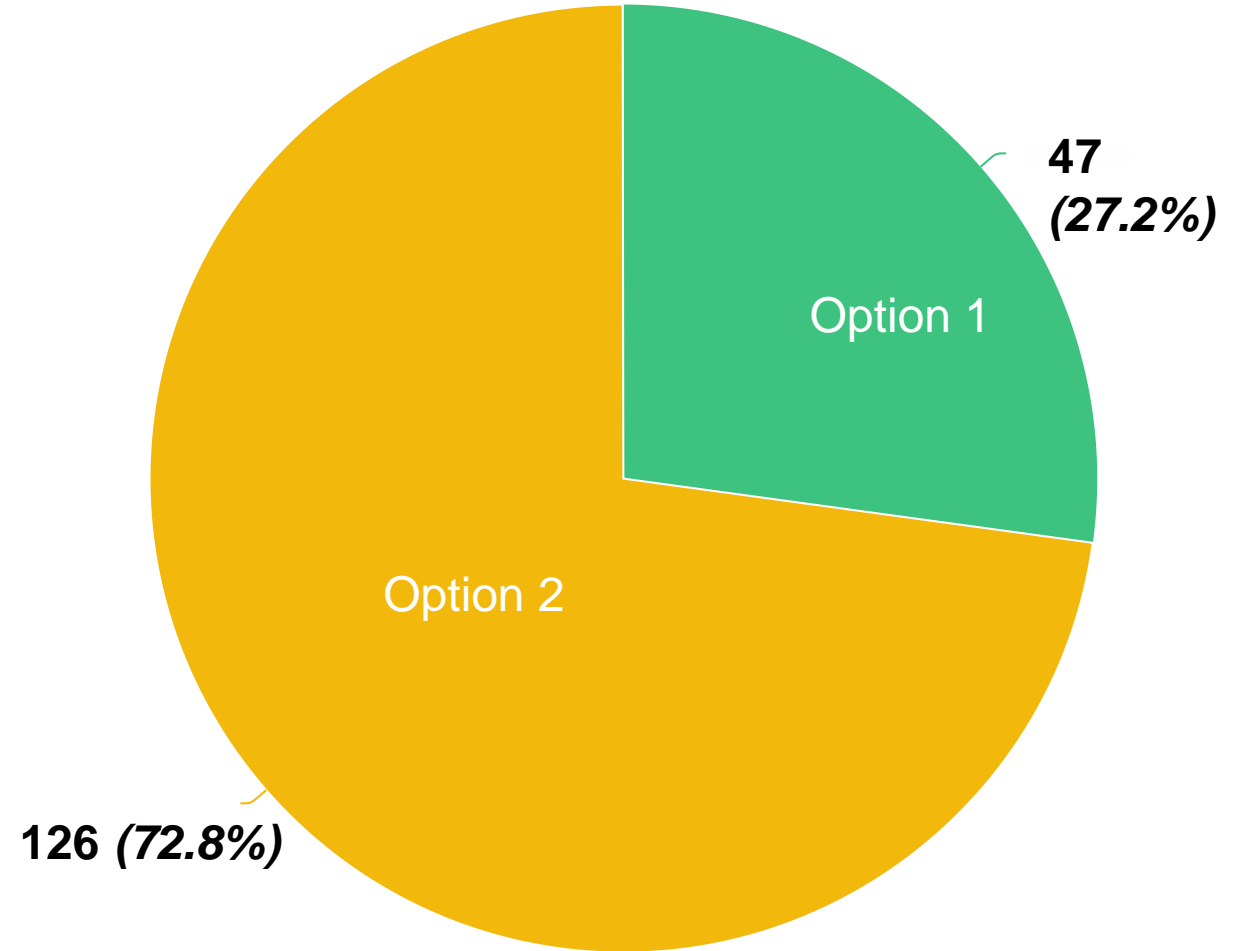
Option 1: Infrastructure Investment

Option 2: Optimize Community Assets & Infrastructure

Pillar C: Name Results

Option 1 ●
Infrastructure Investment

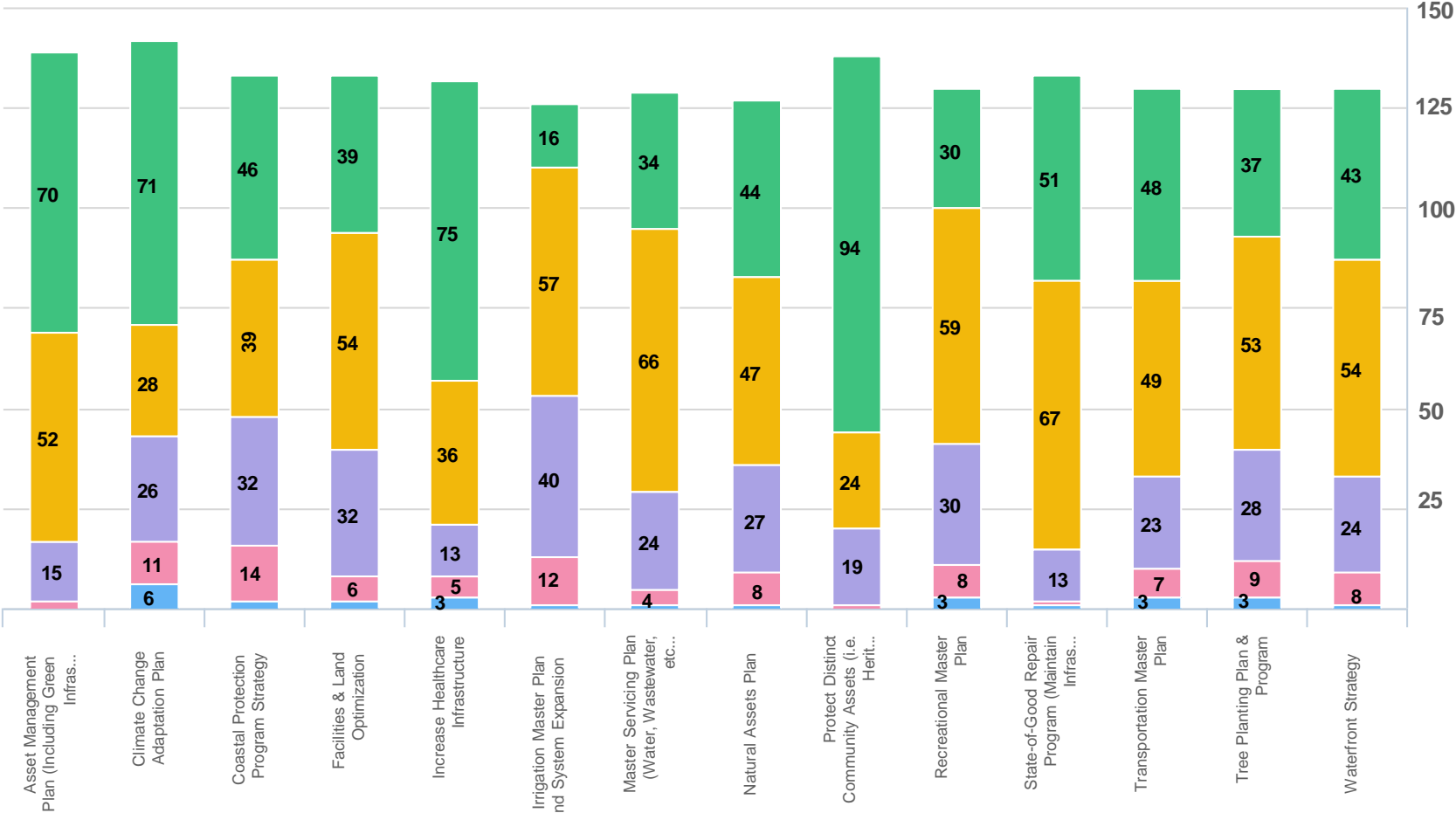
Option 2 ●
Optimize Community Assets & Infrastructure



Pillar C: Potential Priorities and Goals

Question options

- Not Important
- Slightly Important
- Moderately Important
- Important
- Very Important

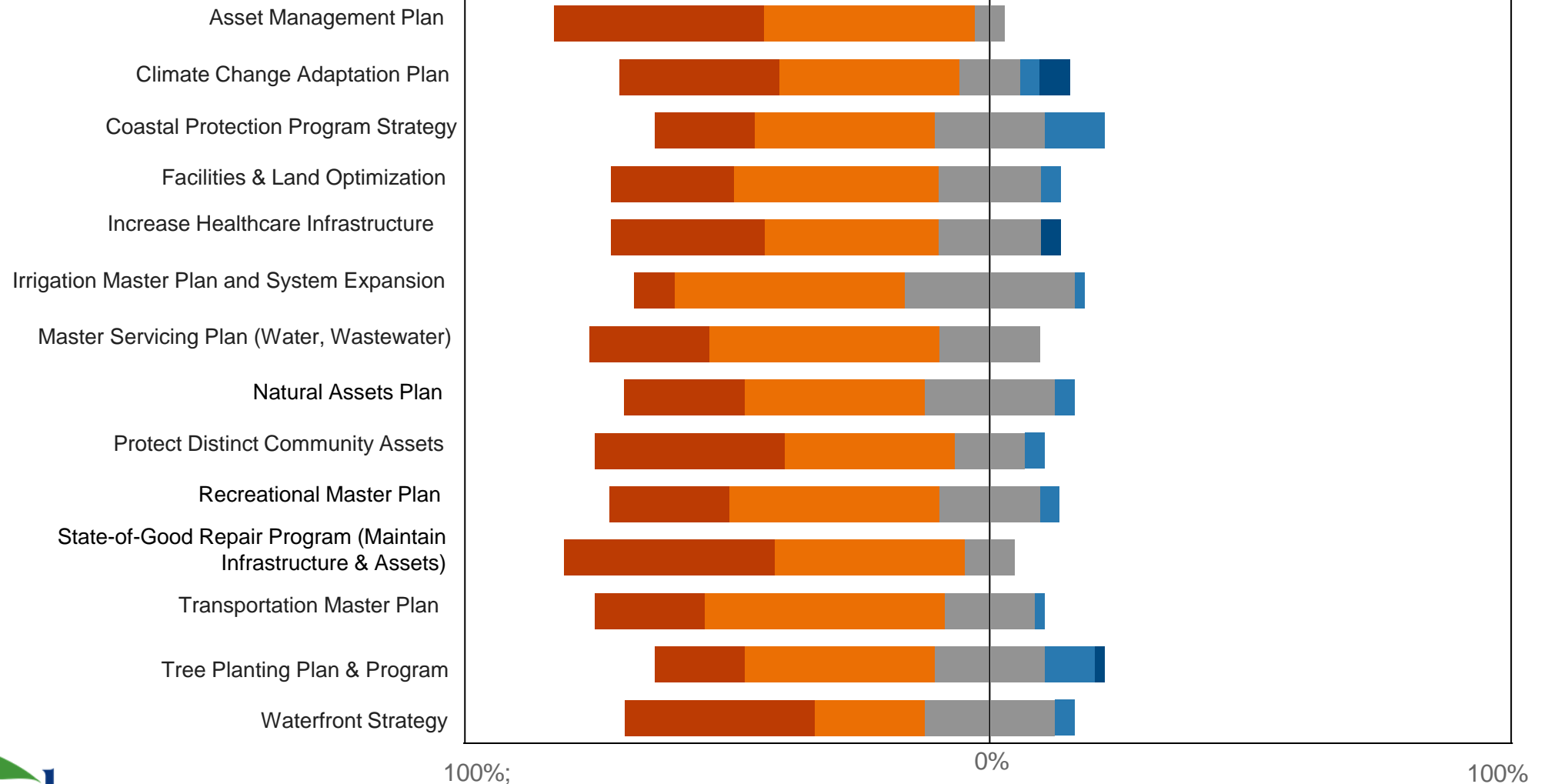
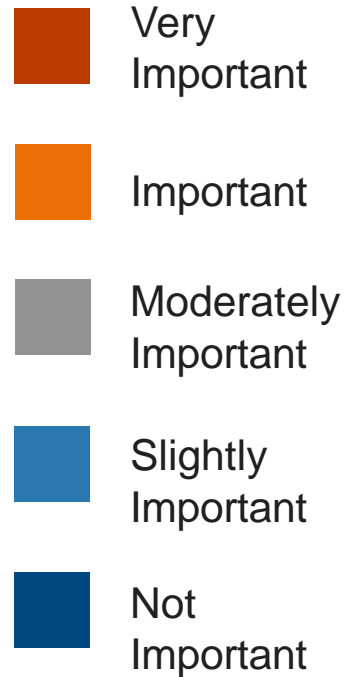


Pillar C: Potential Priorities and Goals Ranked

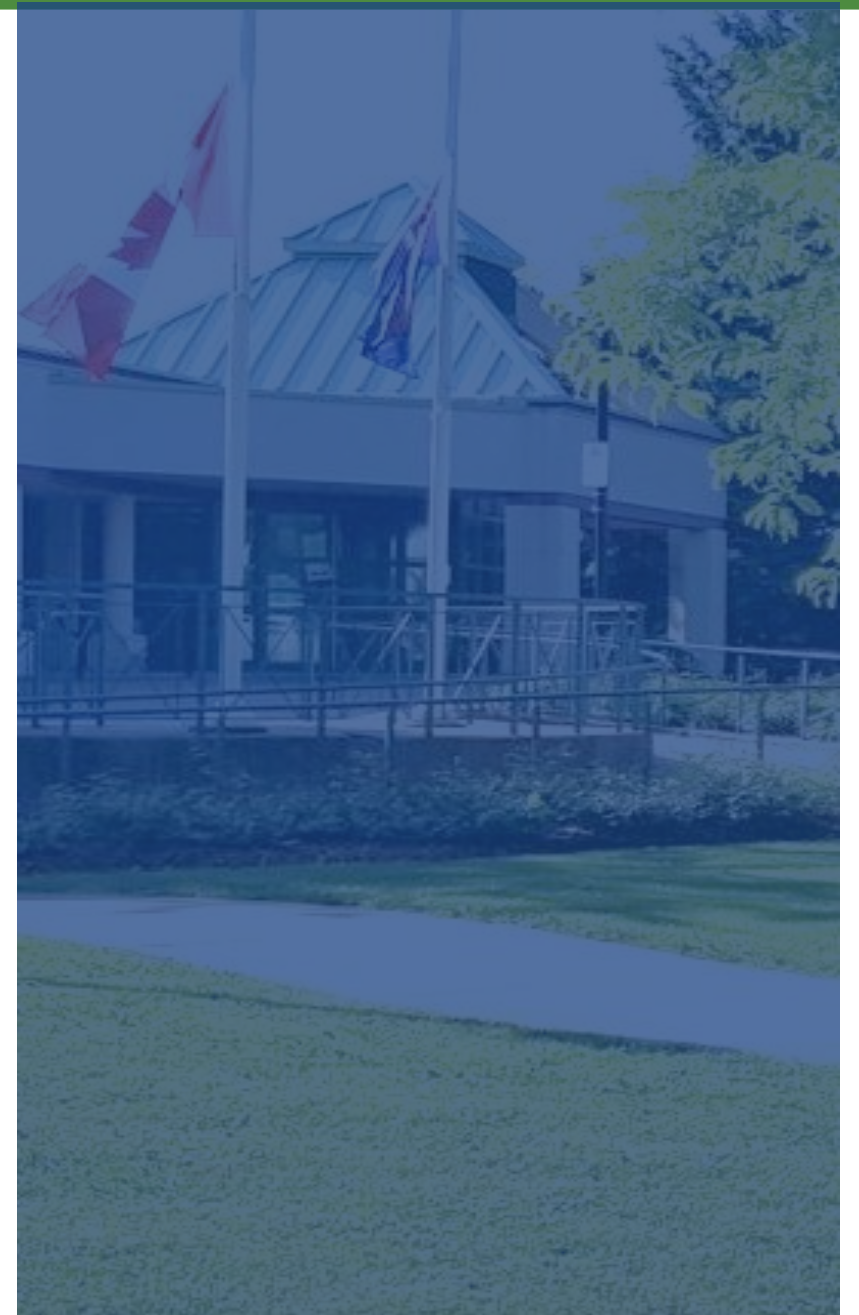
Ranked in order of top priority by combined total of Very Important and Important

1. Asset Management Plan (Incl. Green Infrastructure)
2. State-of-Good Repair Program (Maintain Infrastructure & Assets)
3. Increase Healthcare Infrastructure
4. Protect Distinct Community Assets (i.e. Heritage, Culture, Natural Beauty)
5. Master Servicing Plan (Water, Wastewater, etc.)
6. Climate Change Adaptation Plan
7. Transportation Master Plan
8. Waterfront Strategy
9. Facilitate & Land Optimization
10. Natural Assets Plan
11. Recreation Master Plan
12. Coastal Protection Program Strategy
13. Tree Planting Plan & Program
14. Irrigation Master Plan

Pillar C: Staff Results



Pillar D



Pillar D: Description

- Delivering high-quality, efficient public service delivery and responsible financial management
- Commitment to continuous improvement, stakeholder engagement and modernization
- Improve efficiencies and effectiveness to achieve customer service excellence
- Identify areas of improvement, enhance communication and collaboration, adopt best practices, and boost reputation to achieve goals.

Pillar D: Question

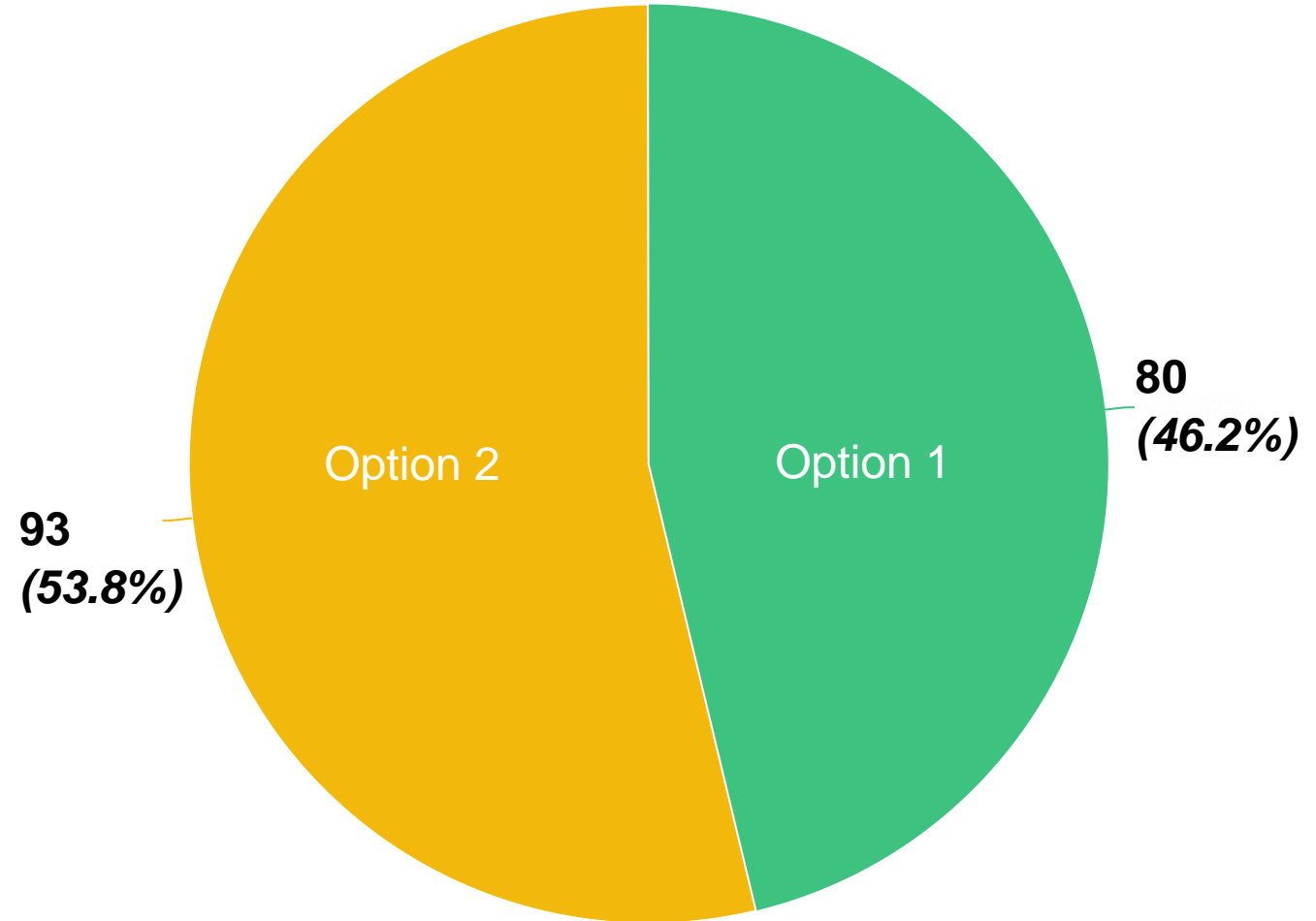
What title do you prefer for Pillar C based on the description and example priorities and goals?

Option 1: Municipal Excellence

Option 2: Optimize Performance

Pillar D: Name Results

- Option 1** ●
Municipal Excellence
- Option 2** ●
Optimize Performance



Pillar D: Potential Priorities and Goals

Question options

- Not Important
- Slightly Important
- Moderately Important
- Important
- Very Important

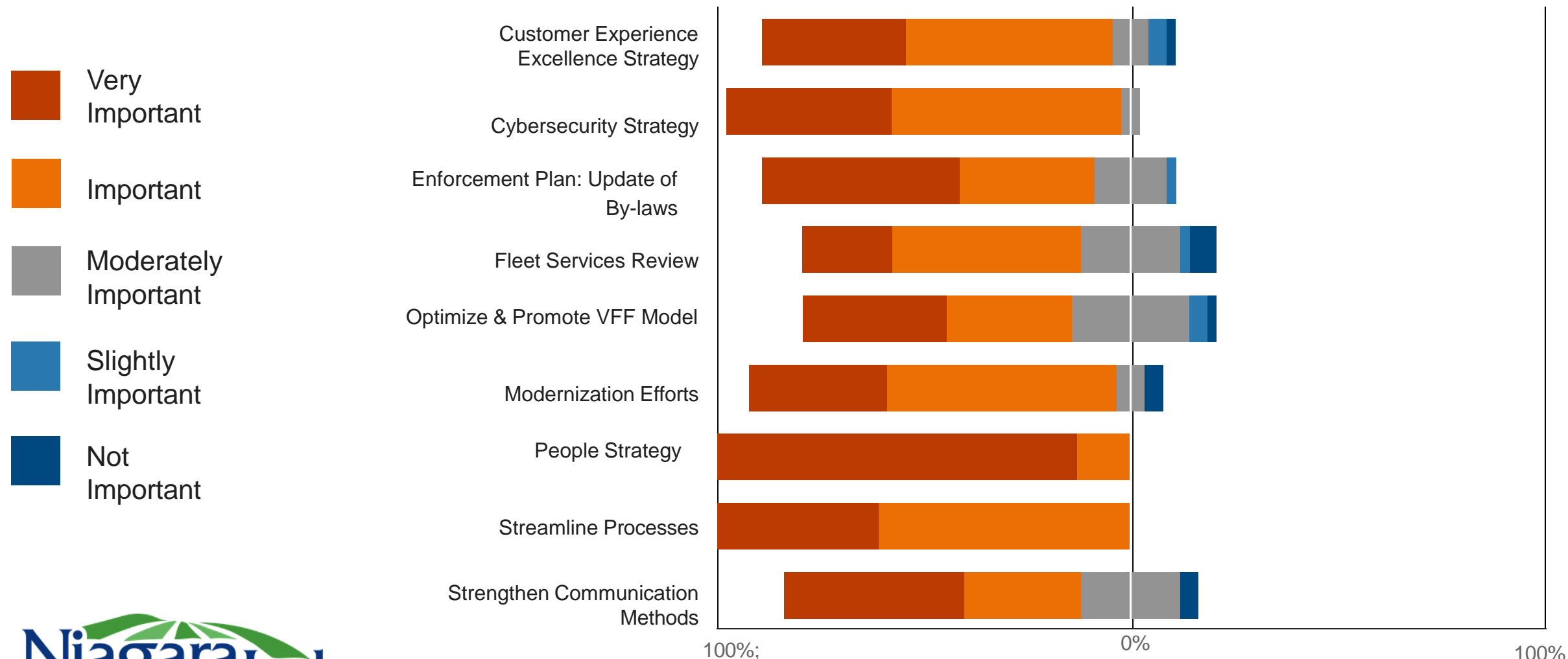


Pillar D: Potential Priorities and Goals Ranked

Ranked in order of top priority by combined total of Very Important and Important

1. Enforcement Plan: Update of By-laws (i.e. Short Term Rental, Noise, etc.)
2. Strength Communication Methods
3. Cybersecurity Strategy
4. People Strategy (Recruit & Retain, Train & Develop, Succession Planning)
5. Streamline Processes
6. Customer Experience Strategy
7. Modernization Efforts
8. Optimize and Promote Volunteer Firefighter Model
9. Fleet Services (Ops/Greening/\$)

Pillar D: Staff Results

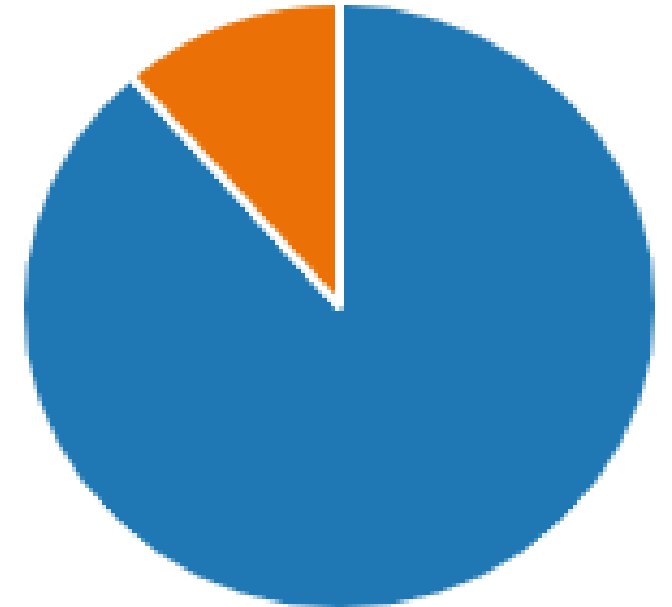
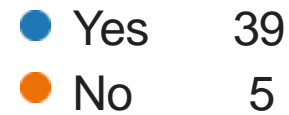


Staff Question

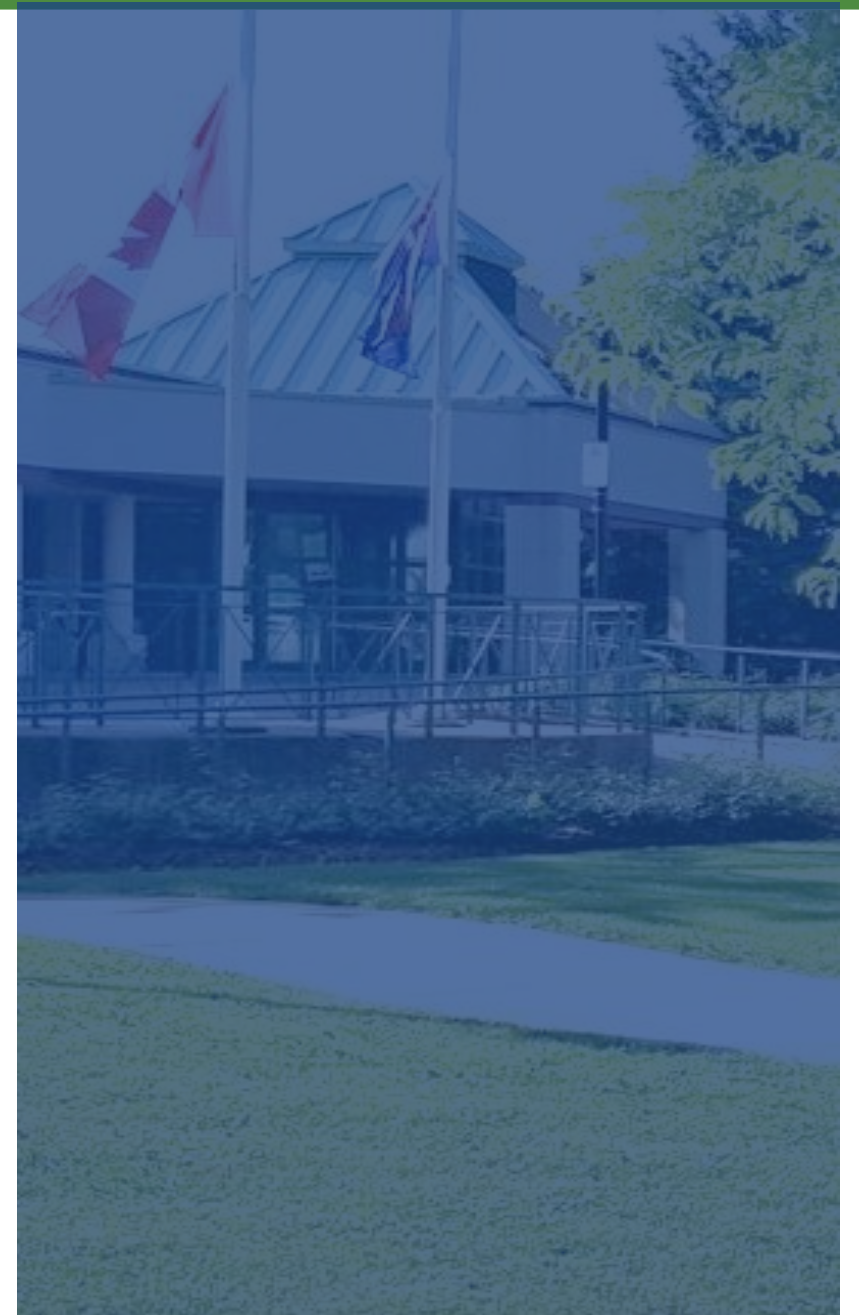
Reflecting upon the strategic pillars, priorities, and goals listed through this survey, do you feel your Department and Division is adequately represented throughout this Plan?

Staff Result

Reflecting upon the strategic pillars, priorities, and goals listed through this survey, do you feel your Department and Division is adequately represented throughout this Plan?



Themes



Themes: #1 Priority

- Environment and Protect Green Space (17%)
- Heritage (14%)
- Managing Development (12.4%)
- Infrastructure Maintenance and Investment (9%)
- Culture (9%)
- Agriculture (8)

Themes: Additional Topics (What's Missing?)

- More funding and promotion for the Arts (i.e. Arts & Culture Plan)
- Protect Heritage
- Plan and implement climate change adaptation and mitigation plans

Themes: Staff Results

- Focus on People Strategy
- More Training Opportunities



Reminder: Today's Objectives

1. Present Community Engagement Results
2. Present Staff Survey Results



Next Steps

1. Distribution of pre-work for June 29 session via email
2. Thursday, June 29: Strategic Plan Workshop



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



The Plan: Strategic Planning

- **NEW: June 29, 2023, Workshop:**
 - Prioritization exercise completed by Council members in advance
 - Finalize Vision, Mission, Pillar Names/Groupings
 - Review Prioritization rankings
- **July 10 – 14, 2023, Stakeholder Interviews**
 - One-on-one meetings with Stakeholders
- **July 25, 2023 (Council):**
 - Draft Plan Presentation at Council





Thank you.