

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

SUBJECT: First Strategic Plan Implementation Update 2024
DATE: 2024-04-30
REPORT #: CAO-24-017
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EXECUTIVE SUMMARY

- On July 25, 2023, Council approved the Town's five-year Strategic Plan (2022 - 2027) and a subsequent Implementation Plan on November 21, 2023.
- The Town has made significant progress in advancing the outcomes set out in the Strategic Plan. The attached summary provides Council with an update on progress in each of the Town's four priorities.
 - Of the 58 Action Items identified within the Implementation Plan, two are complete, five are above target, and 28 are on target. 13 of the Action Items are at risk, and ten have not yet been started.
- Staff will be bringing forward a report in June seeking Council's endorsement of a strategic plan Dashboard. The Dashboard will showcase the Town's advancements and dedication to transparency, ensuring residents and stakeholders may view the progress first-hand.

BACKGROUND INFORMATION

On July 25, 2023 Town Council approved its five-year Strategic Plan (2022-2027) with four areas of focus:

1. Vibrant & Complete Community
2. Good Governance
3. Enrich Community Assets, Environment, & Infrastructure
4. Optimize Organizational Excellence

These areas of focus are divided into 12 Priorities, 58 Action Items and 127 Indicators of Success.

Council's Strategic Plan is a roadmap for success, designed to guide decision-making and investments for this term of Council, ensuring decisions made today set the course for the community's desired future. Strategic planning is an organization's process to define its vision, mission, and priorities and develop specific plans to implement the strategy and evaluate the

results.

ANALYSIS

Of the 58 Action Items identified in the Implementation Plan, two are complete, five are above target, and 28 are on target. 13 of the Action Items are at risk, and 10 have not yet been started. See Figure 1 below.

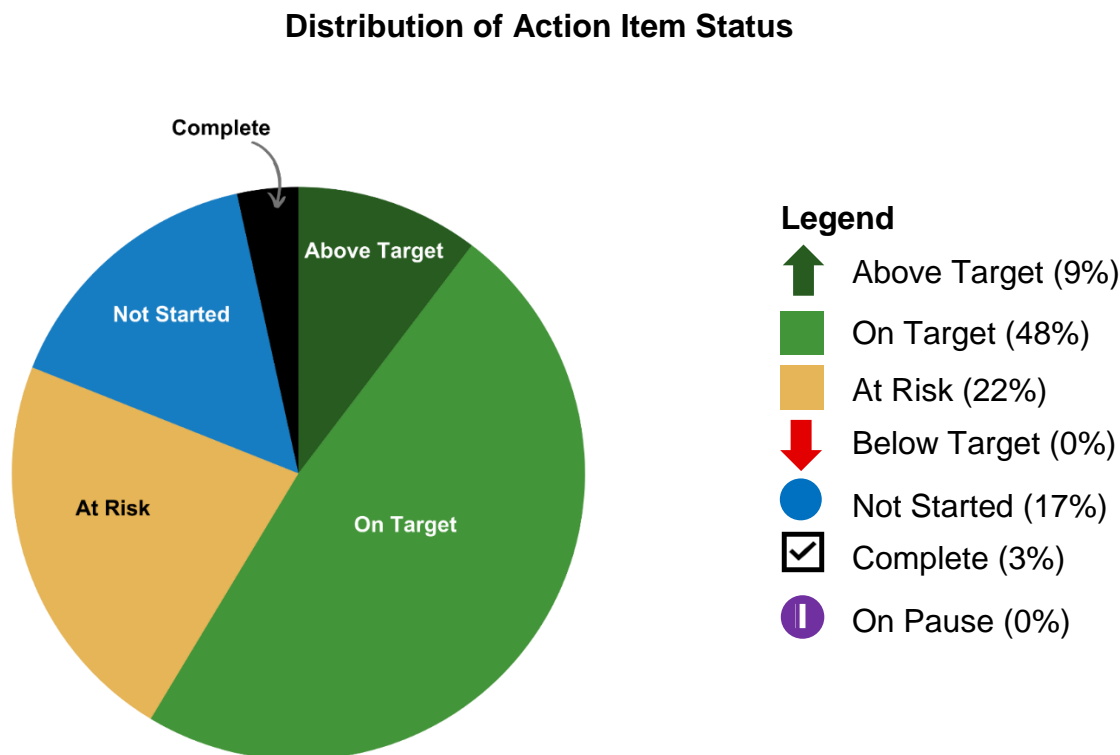


Figure 1: Distribution of Action Item Status – This figure illustrates the percentage breakdown of Action Items based on their status.

Even though the Plan is less than a year old, significant progress has been made. Noted below is a sample of some of these accomplishments. Appendix I provides a more comprehensive summary.

Vibrant and Complete Community

- A Planning Service Agreement between the Niagara Region and the Town of Niagara-on-the-Lake was endorsed by Council in September of 2023.
- Heritage Training has been conducted and a Heritage Training Manual was created and posted on the Town's website.
- Nine Heritage Designations are currently underway.
- The Senior Policy Planner position was approved. This position will help develop and implement effective planning policies to support the Strategic Plan's Priority, Planning for Progress Initiatives.
- An Economic Development Officer has been hired and will help to attract and retain businesses.

Good Governance

- The Town received a grant for Community Emergency Preparedness, which will help enhance the Town's ability to prepare and respond to emergencies and increase resilience.
- An Advertising and Sponsorship Policy has been drafted and will be included as part of the Corporate Communications Plan.
- Shared services priority areas were agreed to by the joint Chief Administrative Officers (CAO) group made up of Local Municipal CAO's.
- A Memorandum of Understanding between the Town and the Niagara Peninsula Conservation Authority is currently under review and will be brought forward to Council in the third quarter of 2024.

Enrich Community Assets, Environment, and Infrastructure

- A new Asset Management Coordinator position was approved by Council through the 2024 budget process. This position will play a pivotal role in the creation of an Asset Management Plan, a priority of the Strategic Plan.
- A new Climate Change Coordinator position was approved by Council through the 2024 budget process. This position will coordinate the implementation of the Town's Climate Change Action Plan.
- Town and Region Staff are working together on an agreement with the St. Lawrence Seaway to establish the Glendale Eco-Park.

Optimize Organization Excellence

- A Corporate Communications Plan is on target to be completed in June of 2024.
- A new Service Delivery Database was rolled out in January of 2024, which streamlined the service delivery process, enhancing efficiencies, reducing errors, and improving customer experience.
- Frontline staff have received Caring for Customers – Customer Experience Training with additional Customer Experience training initiatives being implemented in 2024.
- The Operations Division has centralized the Town's fleet services.
- A new full-time Fleet Mechanic position was approved by Council through the 2024 budget process. This position will strengthen the Town's capacity to maintain and repair Town vehicles, reducing the cost of outsourcing maintenance and repairs.
- Staff are continually exploring the importance and impacts of Truth and Reconciliation, with efforts ongoing to advance the Calls to Action. As part of the recent Bargaining Group Agreement, the Town is now observing September 30 as a day of reflection.

NEXT STEP / CONCLUSION

Town Staff will report on the Strategic Plan's progress bi-annually, with the next report due in December of 2024.

Staff will introduce a new Strategic Plan Notice of Completion report in upcoming Information Packages. Staff will use this report to inform Council each time an Indicator of Success or Action Item is completed, bridging the gap between bi-annual reports to Council.

To enhance transparency and accountability, Town Staff are developing a publicly accessible Strategic Plan Dashboard for the Town's website. The Dashboard will demonstrate the Town's

commitment to transparency and driving results, allowing residents and stakeholders to view the progress.

An Information Report to the Council on the Dashboard's implementation is anticipated in June 2024.

PREVIOUS REPORTS

[CAO-23-065 – 2022 – 2026 Council Strategic Plan](#)

[CAO-23-053 – 2022 – 2026 Council Strategic Plan Update](#)

[2022 - 2026 Council Strategic Plan Update - CAO-23-041](#)

[Strategic Plan Implementation Plan and Indicators of Success - CAO-23-080](#)

[Appendix 1: Implementation Plan and Indicators of Success](#)

ATTACHMENTS

- **Appendix I** – Strategic Plan Progress Report 2024