

# First Strategic Plan Update 2024

#### 2022 - 2027 **Strategic Plan** TOWN OF NIAGARA-ON-THE-LAKE





**Pillar** Objective Statement

#### Priority

Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
Action Item Header	Action Item	Lead Dpt.	Start Date	End Date			

#### **Department Key:**

- **CDS** Community Development Services
  - **CS** Corporate Services
- **CAO** Office of the Chief Administrative Officer
- **FS/BE** Fire & Emergency Services & By-law Enforcement
  - **OPS** Operations

#### **Project Status Key:**







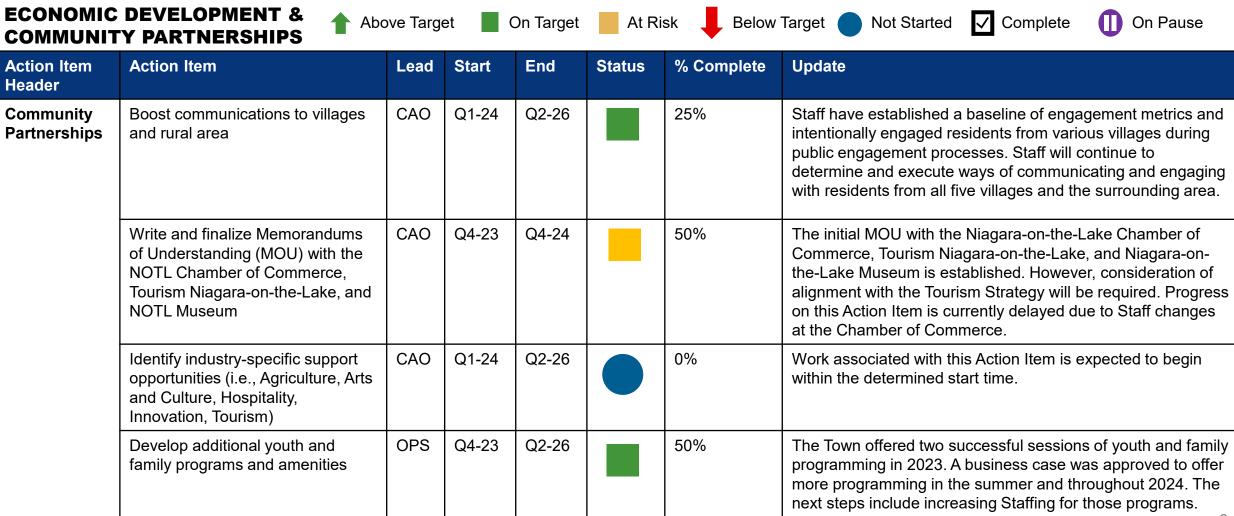
PLANNING	PLANNING FOR PROGRESS 1 Above Target On Target At Risk Felow Target Not Started Complete 1 On Pause									
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update			
Official Plan	Adopt Official Plan	CDS	Q4-23	Q3-24		25%	A work plan with the Region is underway. Staff are setting regular times to perform the review and update. This Action Item is at risk due to the delay in hiring a new Senior Policy Planner, which was approved in the 2024 budget. Current Staff resources are stretched to complete this on time.			
Planning for Progress Initiatives	Review Comprehensive Zoning By-law	CDS	Q2-24	Q4-25		0%	Work associated with this Action Item is expected to begin within the determined start time.			
	Review and expand Heritage Conservation District	CDS	Q4-23	Q4-24		25%	The Request for Proposal has been reviewed and will be issued in April. Staff turnover has been a barrier to moving this item forward.			
	Designate heritage properties and areas	CDS	Q4-23	Q2-26		50%	There are nine individual Part IV designations underway. A priority list was endorsed by Council for the ongoing designation work plan. A Character Study for the former Rand Estate and John Street E is nearing completion.			
	Update and complete Glendale Secondary Plan	CDS	Q4-23	Q2-24		75%	Anticipated to be on target; however, may take additional time to resolve issues related to the Airport Zoning Regulation.			



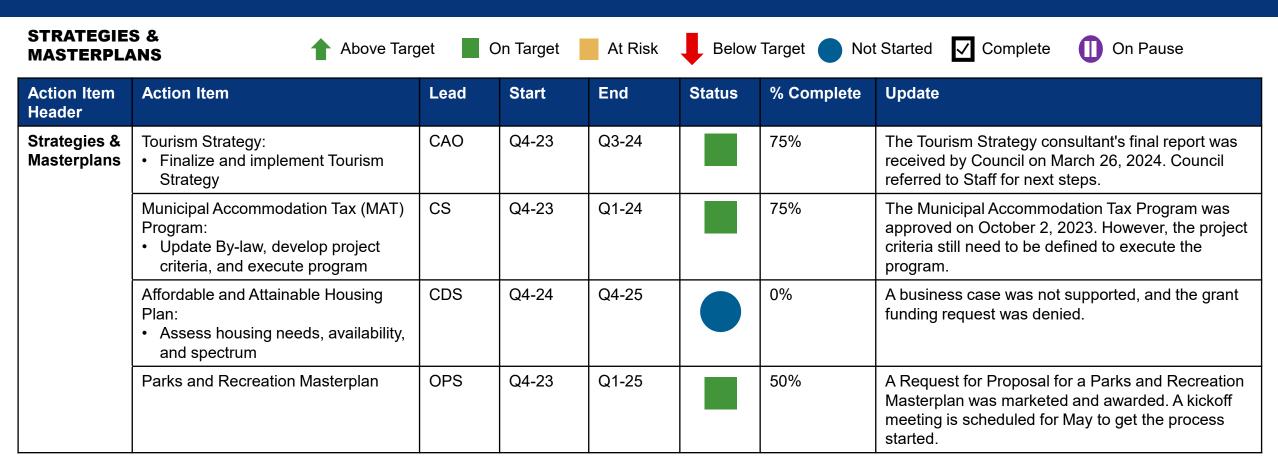
PLANNING FOR PROGRESS 🔹 🛉 Above Target 📕 On Target 🧧 At Risk 🦊 Below Target 🔵 Not Started 🔽 Complete 🕕 On Pause									
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update		
Planning for Progress Initiatives	Prepare development guidelines and supporting documentation	CDS	Q2-24	Q4-24		0%	Work associated with this Action Item is expected to begin within the determined start time.		
	Create training manual and conduct heritage training	CDS	Q4-23	Q4-23	$\mathbf{\nabla}$	100%	The training manual and heritage training are complete. The training manual is posted on the Town website.		
	Execute Region/Town Planning Service Agreement	CDS	Q4-23	Q4-23	$\checkmark$	100%	The Service Agreement was endorsed by Council. It will be signed upon proclamation.		



<b>ECONOMIC DEVELOPMENT &amp;</b> <b>COMMUNITY PARTNERSHIPS</b> Above Target On Target At Risk Below Target Not Started Complete On Pause										
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update			
Economic Development	<ul> <li>Attract and retain businesses:</li> <li>Complete Business Retention and Expansion Program</li> <li>Diversify tax base</li> </ul>	CAO CAO	Q4-23 Q1-25	Q2-26 Q2-26		25%	This Action Item has been impacted by Staff turnover and vacancies. Staff expect it to get back on track by September 2024, with the new Economic Development Officer starting on May 6.			
	Collaborate with local economic drivers, such as Niagara College, Niagara District Airport, Niagara Parks Commission, Parks Canada, and Shaw Festival Theatre	CAO	Q1-24	Q2-26		25%	This Action Item is impacted by Staff turnover and vacancies. It is expected to get back on track by September 2024.			



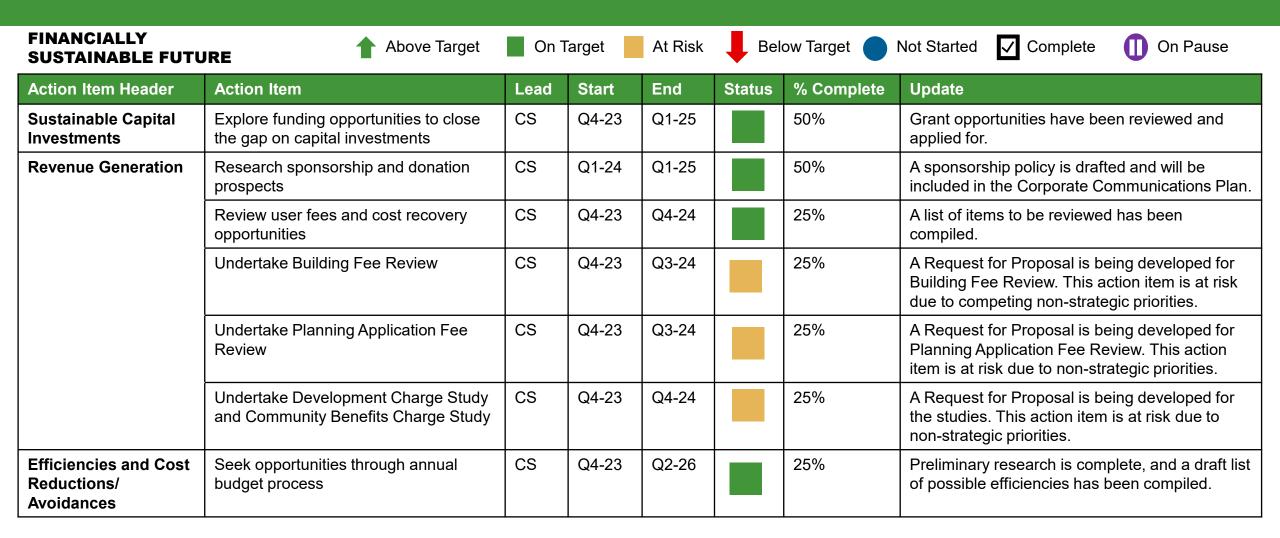






#### **GOOD GOVERNANCE**

Demonstrate responsible and transparent governance by committing to strong fiscal management, exploring shared service opportunities, and engaging in advocacy efforts to represent the interests of our community.





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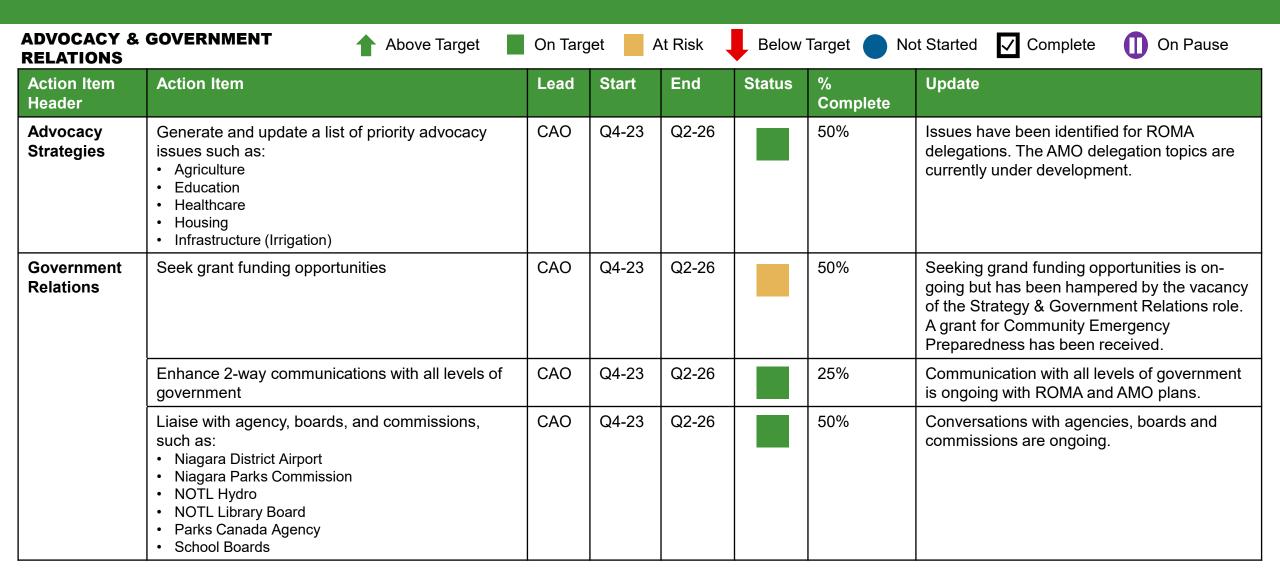
Demonstrate responsible and transparent governance by committing to strong fiscal management, exploring shared service opportunities, and engaging in advocacy efforts to represent the interests of our community.



SHARED SERVICES 🛉 Above Target 📕 On Target 🧧 At Risk 📕 Below Target 🔵 Not Started 🔽 Complete 🕕 On Pause									
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update		
Shared Services	<ul> <li>Investigate shared services with the Region and Local Area Municipalities, such as:</li> <li>Support physician recruitment</li> <li>Identify and increase healthcare infrastructure</li> <li>Coordinate Chief Building Officer approaches</li> <li>Advance AODA compliance</li> <li>Further procurement coordination</li> <li>Align climate change action and responses</li> </ul>	CAO	Q4-23	Q2-26		25%	Priority areas were agreed to by the Local Area Municipality joint CAO group.		
	<ul> <li>Collaborate with Niagara Peninsula Conservation Authority:</li> <li>Sign Conservation Authority Act Memorandum of Understanding (MOU)</li> <li>Continue collaboration on Niagara River Remedial Action Plan</li> <li>Support 2Billion Trees Program</li> </ul>	OPS	Q4-23	Q2-26		75%	A MOU with the NPCA is complete and has been reviewed by Staff and the Irrigation Committee. It is anticipated to be brought forward to Council in Q3 2024.		

#### **GOOD GOVERNANCE**

Demonstrate responsible and transparent governance by committing to strong fiscal management, exploring shared service opportunities, and engaging in advocacy efforts to represent the interests of our community.







ASSETS	Above Target 📕 On Target 📕 At Risk 📕 Below Target 🔵 Not Started 🗹 Complete 🕕 On Pause									
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update			
Asset Management (Physical & Green)	<ul> <li>Develop Asset Management Plan:</li> <li>Collect data</li> <li>Inventory current levels of service</li> <li>Assess current asset performance and condition</li> <li>Determine lifecycle management plan and financial strategy</li> </ul>	CS	Q4-23	Q3-25		25%	The development of an Asset Management Plan is at risk pending the filling of the Asset Management position.			
	Develop Natural Assets Plan	CS	Q4-23	Q3-25		0%	The development of a Natural Asset Plan is at risk pending the filling of the Asset Management position.			
	Create Arts and Culture asset map	CDS	Q1-25	Q4-25		0%	Work associated with this Action Item is expected to begin within the determined start time.			

<u>(PP)</u>

ENVIRONMENT	Above Target	On Targ	get 📕 A	At Risk	Below	Target 🔵 Not	Started 🗹 Complete 🕕 On Pause
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
Sustainable Natural Environment	<ul> <li>Implement Climate Change Adaptation Plan (CCAP):</li> <li>Integrate into plans, policies, By-laws and standards</li> <li>Build urban forest resiliency</li> <li>Reduce flooding risks</li> <li>Support public awareness and education</li> </ul>	OPS	Q1-24	Q2-26		0%	This Action Item has not started. It is at risk, pending the filling of the Climate Change Coordinator position
	Develop Invasive Species Plan	OPS	Q4-24	Q2-26		0%	Work associated with this Action Item is expected to begin within the determined start time.
	Commence research and community engagement for Waterfront Plan	OPS	Q4-25	Q2-26		0%	Work associated with this Action Item is expected to begin within the determined start time.

<u>(PP)</u>

ENVIRONMENT	Above Target	On Tar	get 🗾 A	At Risk	Below	Below Target 🔵 Not Started 🗹 Complete 🕕 On Pause			
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update		
Sustainable Natural Environment	Collect data and research for Coastal Protection Program	OPS	Q4-25	Q2-26		0%	Work associated with this Action Item is expected to begin within the determined start time.		
	Adopt Tree Management and Conservation Plan	FS/BE	Q1-24	Q4-24		25%	The Tree Management and Conservation Plan is under development with cross- departmental collaboration. Competing non- strategic Council priorities have the potential to impact the timeline.		



INFRASTRUCT	INFRASTRUCTURE 🛉 Above Target I On Target At Risk J Below Target Not Started 🔽 Complete 🕕 On Pause										
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update				
Infrastructure Investment (Physical & Green)	<ul> <li>Review Facilities and Land Optimization:</li> <li>Inventory surplus/vacant lands</li> <li>Develop plan for former hospital site</li> <li>Establish highest and best use process</li> <li>Integrate sustainability and green infrastructure principles</li> </ul>	OPS	Q1-24	Q-25		25%	Discussions have taken place with the CAO and Director of Operations regarding a path forward and decision points for Council on the property.				
	Adopt Transportation Master Plan	OPS	Q4-23	Q2-24		50%	As per Council approval the target date to adopt a Transportation Master Plan has been extended to end of 2024.				
	Develop Master Services Plan	OPS	Q4-25	Q2-26		0%	Work associated with this Action Item is expected to begin within the determined start time.				
	Continue implementation of Irrigation Master Plan	OPS	Q4-23	Q2-26		25%	A multiyear plan to complete all works has been established.				
	Establish Glendale Eco-Park	CDS	Q4-23	Q4-24		25%	Staff is working with the Region on an agreement with St. Lawrence Seaway.				

STREAMLINE & MODERNIZE	1 Above Target	On On	Target	At Risk	e Be	low Target 🌔	Not Started 🔽 Complete 🕕 On Pause
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
Streamline Processes	Execute Lean Process Reviews	FS/BE	Q4-23	Q4-25		50%	Several Staff members have undergone training in lean process reviews, earning their "Yellow Belt" certification. In 2023, two lean processes were successfully completed. A list of future processes earmarked for review and lean optimization has been established.
	Enhance Planning Division processes	CDS	Q4-23	Q1-25		25%	Work is underway on study Terms of Reference and Standard Operating Procedures. A process improvement report is scheduled for April 2024.

Cultivating efficient and effective organizational initiatives that foster collaboration, and continuous improvement by transforming service delivery through innovation, delivering exceptional customer experience journeys, and championing a dynamic workforce and culture.

STREAMLINE & MODERNIZE	1 Above Target	On	Target	At Risk	Be	low Target 🌔	Not Started 🗹 Complete 🕕 On Pause
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
Modernization Initiatives	Seek digital transformation opportunities	CS	Q4-23	Q3-25		50%	A list of services that could be modernized has been compiled. DocuPet was fully implemented in 2023. A Cybersecurity Plan is drafted. Baseline data of website users and engagement metrics have been established. Digital AODA compliance is ongoing.
	Accomplish key priorities of Fleet Services Review	OPS	Q2-24	Q4-25		25%	The fleets have been centralized. A secondary full-time mechanics position has been approved.
	Update Enforcement Plans such as: • Anti-Idling • Nuisance Lighting • Short Term Rentals • Special Events	FS/BE	Q4-23	Q3-25		25%	Multiple By-laws and enforcement plans are under review. These plans should remain on target through the recently approved By-law and Policy Coordinator position.

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CUSTOMER Experience	Above Target	Or	n Target	At Risk	k 📕 Be	low Target	Not Started 🔽 Complete 🕕 On Pause
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
Customer Experience	Develop a Customer Experience Plan	CAO	Q1-25	Q1-26		0%	New Service Delivery Request Database launched in January 2024. Data is being collected to establish a baseline for metrics for service delivery. DocuPet launched at the end of 2023. Ongoing self-service options will be explored with future funding opportunities.
	Consider multi-faceted service delivery options and methods	CAO	Q4-23	Q2-26		50%	The Town launched its new Service Delivery Request Database in January 2024, gathering data to establish service metrics. An internal knowledge base (iKnow) was rolled out, serving as a reference hub for Staff. Plans for extended hours and enhanced Customer Experience resources at the Community Centre are under discussion. Staff is also investigating further service options, subject to future funding.
	Maintain a robust Customer Experience training model	CAO	Q4-23	Q2-26		75%	Many Staff members have received in-person "Caring for Customers Training," and online Customer Service Training has been added as mandatory training for all Staff. A Customer Experience Training Manual has been incorporated into the Knowledge Base.

CUSTOMER EXPERIENCE	Above Target	On T	Farget	At Risk	k 🦊 Bel	ow Target 🔵 I	Not Started 🗸 Complete 🕕 On Pause
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
Communications	<ul><li>Create Community Engagement Plan:</li><li>Define engagement strategies</li><li>Consider new tools to enhance engagement</li></ul>	CAO	Q1-25	Q1-26		0%	Work associated with this Action Item is expected to begin within the determined start time.
	Commence Corporate Communication Plan: • Develop branding guidelines • Establish social media guidelines • Create communication templates • Streamline communication processes • Standardize advertising efforts	CAO	Q4-23	Q2-24		75%	The Corporate Communications Plan is on target to be complete by the end of June 2024. Developed in collaboration with Red Brick Communications, the Plan includes branding and social media guidelines and communication templates, as required.



CULTURE & WORKFORCE 🔹 Above Target 🖉 On Target 🧧 At Risk 🦊 Below Target 🔵 Not Started 🔽 Complete 🕕 On Pause						get 🔵 Not Started 🔽 Complete 🕕 On Pause	
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
Culture & Workforce	<ul> <li>Develop and implement People</li> <li>Strategy that:</li> <li>Strengthens recruitment and retention strategies</li> <li>Fosters leadership and learning</li> <li>Prepares succession plans</li> </ul>	CAO	Q4-23	Q2-24		25%	The People Strategy Plan is in the research phase and expected to be completed on target.
	<ul> <li>Optimize and promote Volunteer Firefighter Model:</li> <li>Implement the Fire Services Strategic Plan</li> <li>Strengthen Volunteer Firefighter Recruitment and Retention</li> <li>Enhance Fire Public Education Opportunities</li> </ul>	FS/BE	Q4-23	Q2-26		25%	The department continues to optimize and promote the volunteer FF model through several strategies and initiatives in its efforts toward continuous improvement of the fire service for the residents.



CULTURE & WORKFORCE		Target	On Target At Risk		Below Target 🔵 Not Started 🔽 Complete 🕕 On Pause		
Action Item Header	Action Item	Lead	Start	End	Status	% Complete	Update
	Employ diversity, equity, and inclusion strategies to inform internal practices and service delivery	CAO	Q4-23	Q1-25		50%	Diversity, equity and inclusion (DEI) training is ongoing. A Staff-led Celebrate Cultural Diversity Month Committee was established to celebrate Diversity month in April. Town Staff are actively involved in the Local Area Municipality DEI working group.
	Advance Truth and Reconciliation Calls to Action	CAO	Q4-23	Q1-25		50%	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 off for Staff to reflect.

