



# The Town of Niagara-On-The-Lake

Telephone (905) 468-3266  
Facsimile (905) 468-2959

1593 Four Mile Creek Road  
P.O. Box 100  
Virgil, Ontario  
L0S 1T0

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<b>Report:</b>	<b>CAO-19-002</b>	<b>Committee Date:</b>	<b>September 09, 2019</b>
		<b>Due in Council:</b>	September 16, 2019

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<b>Report To:</b>	<b>Corporate Services Advisory Committee</b>
<b>Subject:</b>	<b>2018-2022 Strategic Plan</b>

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## 1. RECOMMENDATION

It is respectfully recommended:

- 1.1 that Council approve the attached Strategic Plan.

## 2. PURPOSE / PROPOSAL

The purpose of this report is to finalize the 2018 - 2022 Strategic Plan.

## 3. BACKGROUND

At the beginning of each Council term, a consultant is hired to guide Council in developing a strategic plan. At the March 11, 2019 Council meeting, through report CS-19-007, 2WA Consulting was retained to develop a strategic plan for the 2018 - 2022 Council term.

2WA Consulting conducted one-on-one interviews with Council members and the Senior Management Team and facilitated focus groups with key stakeholders. A workshop with Senior Management and Council took place in June, and a draft plan was presented to Council on Wednesday July 10, 2019. A public engagement survey was available between August 1 - August 19 and a staff survey was also completed during the same time frame. The Strategic Plan Steering Committee, comprised of the Community Engagement Coordinator, the CAO, and Councillors Bisback and Cheropita, have met with the consultants several times. Most recently, the Steering Committee met on Monday August 26, 2019 to review and suggest changes to the final draft of the Strategic Plan. The final document is attached to this report.

## 4. DISCUSSION / ANALYSIS

A proposed Strategic Plan report is attached.

## 5. STRATEGIC PLAN

If approved, all future reports under this heading, will explain how the report will contribute to priorities outlined in the Strategic Plan.

## 6. OPTIONS

1. Approve the Strategic Plan as attached.
2. Modify the Strategic Plan as attached.

## 7. FINANCIAL IMPLICATIONS

Financial implications will be determined pending Council's approval of this report. Staff will incorporate strategic plan themes into the 2020 budget process, and staff reports will comment on strategic plan initiatives and financial implications, as necessary.

## 8. COMMUNICATIONS

The final copy of the Strategic Plan will be put on the Town's website and announced on the Town's social media channels and in NOTL News, which is posted on Join the Conversation monthly. A media release will be distributed in addition to communication with key stakeholders.

## 9. CONCLUSION

Town staff recommends the adoption of the proposed Strategic Plan.

Respectfully submitted,



**Victoria Steele**  
**Community Engagement**  
**Coordinator**



**Sheldon Randall**  
**Chief Administrative Officer (I)**

### ATTACHMENTS



The Town of Niagara-on-the-Lake SP Aug 28.pdf

### WEB ATTACHMENTS

### ATTACHMENTS FOR LINK

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First Capital of Upper Canada - 1792

# The Town of Niagara-on-the-Lake

Strategic Plan  
2019-2022



Version dated Aug 28, 2019

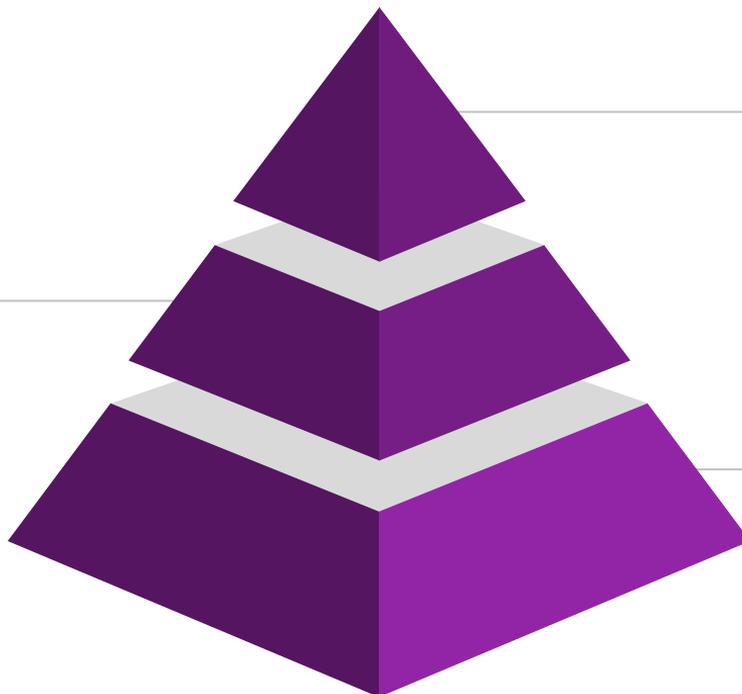
# Introduction to Strategic Plan 2019-2022

- ❑ With a new Council elected in 2018 and the former strategic plan (2014-2018) now out of date, time was right to bring the Council and Senior Management together to create a new strategic plan
  
- ❑ The goal of this strategic plan is to move beyond the operational and day-to-day to think long-term and big picture
  - ❑ It also provides focus with a corporate mission and vision
  - ❑ It lays out five strategic directions - which are areas that need much more focus to ensure we deliver the results desired before Fall 2022

# Strategic Planning Process

## Special Meetings with Council and Senior Management

In June and July of 2019, two special meetings were held with senior management and council working together to create a corporate vision, mission and key strategic directions.



## Confirming Directions and Creating Goals and Tactics

1 The final step in the process is taking place in July and August. It involves getting community and staff input into the overall directions and assistance from the senior management to give each strategic direction goals and clear tactics

## Interviews and Focus Groups

3 The process started with interviews and focus groups with community stakeholders, members of senior management and council. These took place in March and April of 2019. The outcome were some insights into what Niagara on the Lake does well and pressing issues and long terms hopes that were then considered as part of the strategic planning process.

# PROPOSED

## Community Vision, Values plus Organizational Vision and Mission



Community Vision	Corporate Vision	Corporate Mission
<p>This speaks to where you want to see the community of Niagara-on-the-Lake in 20 years time. This is what you want the residents, tourists and all who experience the community to be seeing.</p>	<p>This is what the organization is striving to achieve - it can be idealist and hopefully inspirational. It is a lighthouse to which you want all staff plus council to be rowing.</p>	<p>This is the reason for being for the organization itself. If you ask an employee or member of council as to the “raison d’etre” for the organization- this is the answer.</p>



# Community Vision

In the Official Plan, there is a community vision. It was reviewed and it was determined that the key ideas presented in this vision reflect the same themes that emerged in the strategic planning focus groups and interviews. At the July 4 Special Council meeting, it was agreed that the community vision would stand as is:

Niagara-on-the-Lake is a fiercely independent, economically empowered Town offering a rich tapestry of recreational, historical, cultural and educational opportunities, public green spaces and a uniquely valuable agricultural area. Our stunning landscape offers a rich experience where the journey equals the destination.

We are a community for everyone. We are a resilient, distinctive and dynamic Town in which to live, work and learn. Through responsible stewardship, we preserve the balance of values that make us a world class destination. Although we dream big, we stay true to our small town roots.

# PROPOSED CORPORATE MISSION AND VISION

## **Corporate Mission:**

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

## **Corporate Vision:**

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

# Strategic Plan 2019-2022

Corporate Vision: **Working together to maintain our heritage and distinct beauty while creating vibrant sustainable communities for all**

**Strategy #1:**  
Deliver smart balanced growth that results in improved positioning as it relates to the eight strategic pillars of the community vision

**Strategy #2:**  
Elevate the Customer Service Experience

**Strategy #3:** Find innovative ways to protect our heritage, agriculture and other assets that ensures our community remains distinctive and sustainable

**Strategy #4:**  
Strengthen 2-way communications - ensure information timely, easy to find, simple to understand and sufficient chances for public input

**Strategy #5:**  
Excel in having positive workplace culture where team & excellence abounds

# Strategy #1: Deliver smart balanced growth

...that results in improved positioning as it relates to the eight strategic pillars of the community vision 1) a prosperous and diverse economy; 2) strong environmental stewardship; 3) an inclusive, integrated, healthy Town; 4) a centre for culture, heritage and recreation; 5) mobility choices; 6) a well-planned built environment; 7) a prosperous and sustainable agricultural sector and 8) well-managed municipal finances

## Tactics to Include:

- Finalize Official Plan; Prioritize and deliver on secondary plans
- Develop task force to create prioritized actions as well as smart growth criteria to be used to ensure all future decisions align with strategy
- Create a development focused committee of council to address this strategy

## Objective 2020:

- Have Council approve an action plan and guiding criteria to help guide future decisions as it relates to smart balanced growth

## Objective 2021

- Have uncontrolled growth no longer be on list of top three things citizens value least about the Niagara-on-the-Lake community as measured by public survey

## Objective 2022:

- Have 50% of the public agree or strongly agree that the Town today delivers smart balanced growth decisions as measured by public survey

# Strategy #2: Elevate The Customer Service Experience

## Tactics to Include:

- Determining what could be put online to enable easier access (e.g., building permits, dog licenses)
- Making customer service area more effective (getting staff info they need; refining roles; enhancing layout)
- Providing customer service training and rewarding service excellence
- Create clear expectations as well as set of behaviours that set out to all staff what service excellence should look like

## Objective 2020:

- Create a prioritized list of actions that could be taken to enhance customer experience - list costed and funded

## Objective 2021:

- Implement prioritized list of actions before year end and measure success to date through a customer service audit

## Objective 2022:

- Have a 20 % improvement in the public perception from summer 2019 as it relates to service questions about outstanding service and friendly support

# Strategy #3 Find innovative ways to protect our heritage, agriculture and other assets that ensures our community remains distinctive and sustainable

## Potential Tactics include:

- Review all existing studies that apply to asset management / heritage protection and create prioritized action plan that advances strategy
- Find ways to close gap on on capital investments required - includes approving a realistic 10 year capital plan
- Determine how best to support residences and businesses as they strive to protect their valuable heritage assets
- Ensure that a tourism strategy is developed that addresses tourism congestion while enhancing our wine, culinary, arts and other core assets

## Objective 2020:

- Have prioritized action plan approved by Council and funded in next budget cycle

## Objective 2021:

- Have concerns about heritage, green space and other sustainability issues no longer be on list of top three things citizens value least about the Niagara-on-the-Lake community as measured by public survey

## Objective 2022:

- Have at least 50% of public surveyed agree or strongly agree that significant actions are being taken to advance this strategy this term

# Strategy #4: Strengthen 2-way communications - ensure information is timely, easy to find, simple to understand and sufficient chances for public input

## Potential Tactics

- Create a communication matrix (what information gets communicated by which delivery vehicle with what level of urgency)
- Develop an education plan to engage and involve residents in finding the information they need easily
- Refine website using staff and resident input
- Determine actions that could be taken to ensure info easy to find and understand
- Dedicate more resources to communications

## Objective 2020:

- Have completed a communications audit and determined top 5 actions that could be taken to enhance communications

## Objective 2021:

- Have a revised website that has 15% more utilization rate by residents as measured by google analytics

## Objective 2022:

- Have at least 70% of public surveyed agree or strongly agree that information is easy to find; shared in timely manner; simple to understand; meaningful opportunities for input

# Strategy #5 Excel in having positive workplace culture where team & excellence abounds

Tactics to include:

- Identify and implement a series of actions that will strengthen staff and Council partnership
- Develop collaboration between departments by enhancing degree to which everyone knows priorities, projects and what involves which area
- Engage all staff in the sharing of ideas and the implementation of strategic plan
- Create a comprehensive training and succession plan
- Reward behaviours that are aligned with the positive workplace culture

Objective 2020:

- Create a marked improvement in the council / staff partnership (as measured by survey to staff / Council)

Objective 2021:

- Have at least 75% of staff be able to see a marked improvement in collaboration & involvement in strategic plan as measured by staff satisfaction survey

Objective 2022:

- Have a 10 % improvement in involuntary turnover rates from 2019 to 2022