

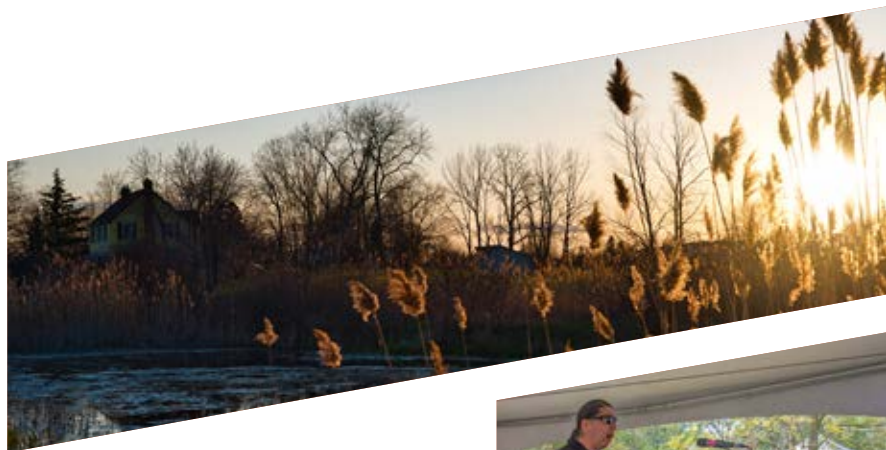
CITY OF THOROLD STRATEGIC PLAN



2020-2023



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MESSAGE FROM THE MAYOR

On behalf of Thorold City Council and City Staff, we are pleased to present our 2020 – 2023 City of Thorold Strategic Plan.

Our vision for Thorold is a community where all residents and businesses can thrive. This includes access to economic and educational opportunities, accessible amenities and infrastructure, and a strong sense of community. Our Strategic Plan is about supporting the success of our residents and growing our local economy.

The momentum is building! From a revitalized downtown core, to new community recreational infrastructure at the Canada Summer Games Park legacy facility, to emerging success stories in the biotech sector, to new partnerships leveraging lands along the Welland Canal, and partnership opportunities with Brock University and Niagara College. Exciting new announcements are becoming a regular occurrence!

We are listening to your suggestions and prioritizing additional actions that will help to improve the City of Thorold. We have heard that residents are looking for more amenities and economic opportunities to match our tremendous residential growth. We have also heard that residents value property standards and the importance of bylaw enforcement. We are committed to investments in projects that will contribute to a safe, connected, public and active transportation system.

Whether you have lived in Thorold for generations, moved here recently, or are planning to move here in the future, we are proud you have chosen to call our City, your home. Together, we are determined to make the City of Thorold the best place to live, work and play in the Niagara Region!

Sincerely,

Terry Ugulini
Mayor



STRATEGIC PLAN OVERVIEW

The City of Thorold has developed a new vision for its community and a Strategic Plan focused on improving the lives of residents and supporting a strong local economy.

The strategic planning process was organized according to the following four questions:

What are we working toward? *(Vision)*



What is our role? *(Mission)*



What is important to us? *(Values)*



How do we proceed? *(Goals, Strategies and Priorities)*



Vision

WHAT ARE WE WORKING TOWARD?

“The City of Thorold is a place where all residents and businesses can thrive, with access to economic and educational opportunities, accessible amenities and infrastructure, and a strong sense of community.”



Mission

WHAT IS OUR ROLE?



“At the City of Thorold, we improve the lives of residents and foster an environment for business success through forward thinking leadership, customer service excellence, careful resource planning, and infrastructure that generates civic pride.”

Values

WHAT IS IMPORTANT TO US?

Respect:

Valuing the role every person plays in making Thorold a great community.

Integrity:

Doing what is right for the organization and the community.

Teamwork:

Understanding that the best work happens when colleagues work together.

Service:

Providing a responsive, friendly, informed experience for every customer.

Value:

Ensuring each tax dollar goes as far as possible and demonstrating progress to the community.

Innovation:

Challenging existing practices and continuously improving.

Sustainability:

Making decisions for current and future generations.



Goals

HOW DO WE PROCEED?



The strategic planning process is about developing tangible, achievable priorities as a road map for the City of Thorold over the next three years. Throughout the strategic planning process four goals emerged:

Business and Economic Growth:

Foster a balanced tax base and career opportunities for current and future generations.

Responsible Growth and Infrastructure Planning:

Build and sustain infrastructure that generates civic pride.

Vibrant, Inclusive Neighbourhoods:

Create safe, attractive, accessible places for people.

Service Modernization:

Modernize and improve municipal service delivery.

BUSINESSES AND ECONOMIC GROWTH



Goal:

Foster a balanced tax base and career opportunities for current and future generations.

General Strategies

- Support local businesses with tools, information and resources during COVID-19 recovery
- Continue to plan for commercial development within growing areas
- Enhance the economic development function at the City
- Develop an Economic Development Strategy that addresses business retention, expansion and attraction
- Develop a new brand and elevate the community's profile with increased marketing and visibility for Thorold among target audiences
- Develop a strategy to leverage vacant industrial lands
- Re-examine the City's incentive framework (Community Improvement Plan, Gateway Economic Centre incentives and Development Charges)
- Continue to build an open and collaborative relationship with the development community
- Leverage nearby post-secondary institutions to keep local talent within the community

Tier 1 Priorities	Tier 2 Priorities	Tier 3 Priorities	Tier 4 Priorities
<ul style="list-style-type: none"> • Hire new Economic Development Manager • Continue to implement the COVID-19 Economic Development Recovery Plan • Complete and approve Economic Development Strategy 	<ul style="list-style-type: none"> • Develop a new brand and community profile to attract prospective business and investment • Continue to advance Regional Economic Development partnerships 	<ul style="list-style-type: none"> • Continue to advance the Welland Canal Trade Corridor partnership, including Hamilton-Oshawa Port Authority MOU to pursue surplus canal lands • Develop an Industrial Land Strategy • Develop an Entrepreneurship Strategy in collaboration with postsecondary institutions 	<ul style="list-style-type: none"> • Continue to promote emerging opportunities in the Brock District Plan • Investigate Smart City applications to support business, streamline business services and improve pandemic resilience • Increase support for local tourism

RESPONSIBLE COMMUNITY GROWTH AND INFRASTRUCTURE PLANNING

Goal:

Build and sustain infrastructure that generates civic pride.

General Strategies

- Develop a financing plan to address asset categories with historical under-investment such as facilities, general assets parks and equipment
- Complete a priority focused and evidence-based plan for the improvement of local roads, trails, parks and recreational facilities (*Transportation Master Plan and Parks, Recreation and Trails Master Plan*)
- Continue to leverage partnerships with neighbours and local institutions for major infrastructure projects, such as the Canada Summer Games Park
- Adapt transit services in line with community growth and pressures associated with COVID-19

Tier 1 Priorities	Tier 2 Priorities	Tier 3 Priorities	Tier 4 Priorities
<ul style="list-style-type: none"> • Develop a plan and funding strategy for a new Operations Centre 	<ul style="list-style-type: none"> • Continue to work toward a robust Asset Management Plan and funding strategy for a multi-year capital program • Implement short-term projects under the Transportation Master Plan, Pollution Control Plan and Water Services Master Plan including: <ul style="list-style-type: none"> ◦ Complete Front Street reconstruction ◦ Complete St. David's Road reconstruction ◦ Advance remainder of downtown road reconstruction projects (<i>Sullivan/Clairmont/ Front St. South; Albert Street</i>) ◦ Broderick Avenue reconstruction ◦ Address Port Robinson East pedestrian connection (South Main Street Bridge) ◦ Complete Bolton/McCormack/Cunningham/ Crompton Reconstruction 	<ul style="list-style-type: none"> • Develop a plan and funding strategy for a new Fire Headquarters and Emergency Operations Centre 	<ul style="list-style-type: none"> • Fire planning for growth areas

VIBRANT, INCLUSIVE NEIGHBOURHOODS



Goal:

Create safe, attractive, accessible places for people.

General Strategies

- Ensure adequate recreational facilities for growing areas of the city
- Connect neighbourhoods through attractive, seamless transportation networks including pedestrian networks and trails
- Continue to improve transit services within and across neighbourhoods and neighbouring communities through enhanced transit agreements in Niagara
- Lead by example in neighbourhood beautification by increasing service levels related to clean streets, boulevards, parks maintenance and grass cutting
- Invest in increased capacity to address by-law issues, particularly related to parking, property standards, noise, nuisance and COVID-19 compliance
- Partner with post-secondary institutions and community stakeholders to engage and educate students in Thorold's civic pride
- Plan for a variety of housing options within the community that are accessible and relevant to the needs of residents, and advocate to other levels of government where affordable housing is necessary
- Celebrate Thorold's rich local heritage, including the history of the Welland Canal, Pulp and Paper tradition, and built and natural heritage assets

Tier 1 Priorities	Tier 2 Priorities	Tier 3 Priorities	Tier 4 Priorities
<ul style="list-style-type: none"> • Complete legacy projects associated with the Canada Summer Games in partnership with Niagara Region, Brock University & the City of St. Catharines • Complete a Diversity and Inclusion Strategy • Continue to advance compliance with the Accessibility for Ontarians with a Disability Act (AODA) • Conduct a review of by-law & parking services & assess opportunities for enhanced enforcement 	<ul style="list-style-type: none"> • Develop a concept plan and funding strategies for community dog parks • Implement short-term projects under the Parks/ Recreation/ Trails Master Plan, including: <ul style="list-style-type: none"> ◦ Revitalize the Battle of Beaverdams Park ◦ Trail signage and safety review & implementation ◦ Facilities Strategy – state of good repair, AODA compliance & COVID-19 public health compliance ◦ Playground replacements & AODA compliance ◦ Fee for service agreements with community partners for recreation & seniors programming 	<ul style="list-style-type: none"> • Participate in Niagara Region's Official Plan Review 	<ul style="list-style-type: none"> • Complete new Official Plan • Investigate funding opportunities for library expansion

SERVICE MODERNIZATION



Goal:

Modernize and improve municipal service delivery.

General Strategies

- Continue to invest in customer service excellence, and in employee engagement as the foundation of strong customer service
- Build a customer service culture across the organization
- Investigate opportunities to modernize processes that are considered slow, bureaucratic, or receive the most volume of service requests
- Where appropriate, explore integrated technology platforms that improve automation or self-serve options for customers
- Continue to explore service delivery partnerships with neighbouring municipalities, Niagara Region, and/or local community partners
- Move toward service based budgets to provide a full picture of service costs and promote evidence-based decision making

Tier 1 Priorities	Tier 2 Priorities	Tier 3 Priorities	Tier 4 Priorities
<ul style="list-style-type: none"> • Accelerate digital service delivery options through new website • Provide additional opportunities for customer and employee feedback • Continue to explore regional partnerships and service delivery opportunities through the Niagara CAOs Working Group 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Cemetery service delivery plan 	<ul style="list-style-type: none"> • N/A

STRATEGIC PLAN SUMMARY

Business and Economic Growth: <i>Foster a balanced tax base and career opportunities for current and future generations</i>	1	<ul style="list-style-type: none"> • Hire a new Economic Development Manager • Continue to Implement the COVID-19 Economic Development Recovery Plan • Complete and approve Economic Development Strategy
	2	<ul style="list-style-type: none"> • Develop a new brand and community profile to attract prospective business and investment • Continue to advance Regional Economic Development Partnerships
	3	<ul style="list-style-type: none"> • Continue to advance the Welland Canal Trade Corridor partnership, including the HOPA MOU • Develop an Industrial Land Strategy • Develop an Entrepreneurship Strategy in collaboration with post-secondary institutions
	4	<ul style="list-style-type: none"> • Continue to promote emerging opportunities in Brock District Plan • Investigate Smart City applications • Increase support for local tourism
Responsible Community Growth and Infrastructure Planning: <i>Build and sustain infrastructure that generate civic pride</i>	1	<ul style="list-style-type: none"> • Develop a plan and funding strategy for a new Operations Centre
	2	<ul style="list-style-type: none"> • Continue to work toward a robust Asset Management Plan and funding strategy for a multi-year capital plan • Implement short-term projects under Transportation Master Plan, Pollution Control Plan and Water Services Master Plan: <ul style="list-style-type: none"> ◦ Complete Front Street reconstruction ◦ Complete St. David's Road reconstruction ◦ South Main St. Bridge ◦ Broderick Avenue reconstruction ◦ Advance remainder of downtown road reconstruction projects ◦ Complete Bolton/ McCormack/ Cunningham/ Crompton reconstruction
	3	<ul style="list-style-type: none"> • Develop a plan and funding strategy for a new Fire Headquarters and Emergency Operations Centre
	4	<ul style="list-style-type: none"> • Fire planning for growth areas
Vibrant, Inclusive Neighbourhoods: <i>Create safe, attractive, accessible places for people</i>	1	<ul style="list-style-type: none"> • Complete Canada Summer Games legacy projects with local partners • Complete a Diversity and Inclusion Strategy • Continue to advance AODA compliance • Conduct a review of by-law and parking services and assess opportunities for enhanced enforcement
	2	<ul style="list-style-type: none"> • Develop a concept plan and funding strategies for community dog parks • Implement short-term projects under the Parks/ Recreation/ Trails Master Plan, including: <ul style="list-style-type: none"> • Revitalize Battle of Beaverdams Park • Trail signage and safety review and implementation • Facilities strategy - state of good repair, AODA compliance, and COVID-19 compliance • Playground replacements and AODA compliance • Fee for service agreements with community partners (recreation and seniors' programming)
	3	<ul style="list-style-type: none"> • Participate in Niagara Region's Official Plan Review
	4	<ul style="list-style-type: none"> • Complete new Official Plan • Investigate funding opportunities for library expansion
Service Modernization: <i>Modernize and improve municipal service delivery</i>	1	<ul style="list-style-type: none"> • Accelerate digital service delivery options through new website • Provide additional opportunities for customer and employee feedback • Continue to explore regional partnerships and service delivery opportunities through Niagara CAO's Working Group
	3	<ul style="list-style-type: none"> • Cemetery service delivery plan

ACKNOWLEDGEMENTS



Thank you to members of the Thorold community for your valuable feedback.

Thank you to the hundreds of local residents and business owners who took the time to share what you like best about Thorold and your ideas to make the community better.

Thank you to representatives from Council Advisory Committees for sharing perspectives and emphasizing the importance of Thorold's distinct heritage.

Thank you to local business leaders for your excitement and enthusiasm for Thorold's future. From longstanding businesses in the Thorold's longstanding industrial sector, to the shops and services in Thorold's downtown and plazas, and emerging sectors in the Brock District, the City of Thorold is committed to making your journey as seamless as possible.

Thank you to City of Thorold employees for sharing your perspectives and ideas on municipal service delivery. The municipal workforce is passionate about service innovation, and excited to pursue new tools and business processes to help the City become best-in-class when it comes to serving residents and businesses. Employees also value integrity, respect and teamwork in the workplace.

Thank you to Members of the 2018–2022 Thorold City Council. This Strategic Plan was made possible through the vision of Thorold's elected representatives, and their leadership, guidance and collaboration throughout the strategic planning process.

ACKNOWLEDGEMENTS

The following individuals led the development of the 2020-2023 City of Thorold Strategic Plan:

Members of the 2018-2020 Thorold City Council:

Terry Ugulini, Mayor	Anthony Longo, Councillor
Nella Dekker, Councillor	Fred Neale, Councillor
Carmen DeRose, Councillor	Ken Sentance, Councillor
David (Jim) Handley, Councillor	Victoria Wilson, Councillor
John Kenny, Councillor	

Senior Staff Members:

Manoj Dilwaria, Chief Administrative Officer	Terry Dixon, Fire Chief
Maria Mauro, Director of Finance	Richard Vandezande, Interim Director of Planning
Geoff Holman, Director of Public Works and Community Services	Donna Delvecchio, City Clerk
	Jason Simpson, Chief Building Official

Special thank you to Marco Marino, Manager of Economic Development for working with business leaders during the strategic planning process.





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