



The Municipal Corporation of the Town of Fort Erie

By-law No. 124-2019

Being a By-law to adopt the 2018-2022 Corporate Strategic Plan for the Town of Fort Erie

Whereas the Council of the Town of Fort Erie undertook a facilitated strategic planning process to develop priorities, goals and initiatives that will provide focus and direction over the 2018-2022 term of Council; and

Whereas Administrative Report No. CAO-22-2019 was approved at the Council-in-Committee meeting of August 12, 2019; and

Whereas it is deemed desirable to adopt a 2018-2022 Corporate Strategic Plan for the Town of Fort Erie; and

Now therefore the Municipal Council of The Corporation of the Town of Fort Erie enacts as follows:

1. **That** the 2018-2022 Corporate Strategic Plan for the Town of Fort Erie annexed hereto as Schedule "A" to this by-law is approved and adopted.
2. **That** the Clerk of the Town is authorized to effect any minor modifications, corrections or omissions, solely of an administrative, numerical, grammatical, semantical or descriptive nature to this by-law or its schedules after the passage of this by-law.

Read a first, second and third time and finally passed this 26th day of August, 2019.

Mayor

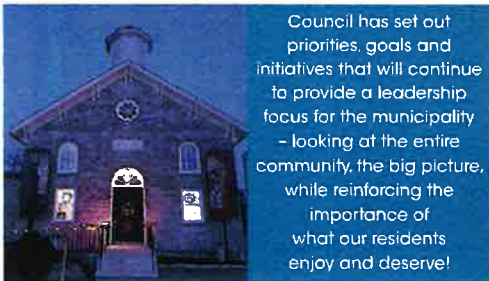
Clerk

I, Carol Schofield, the Clerk, of The Corporation of the Town of Fort Erie certifies the foregoing to be a true copy of By-law No. 124-2019 of the said Town. Given under my hand and the seal of the said Corporation, this _____ day of _____, 20____.



COUNCIL'S STRATEGIC PLAN 2018-2022

Strategic Priority 1: Optimizing Health, Housing & Social Well-Being through Service Access and Healthy Lifestyles Strategic Objective: Provide policy directions, support community investments and advocacy that improves access to housing mix, housing options, health services, social, recreation, education and healthy living infrastructure	Strategic Priority 2: Sustainable Infrastructure for the Future Strategic Objective: Maintaining and investing in sustainable infrastructure that serves the entire community and builds a strong, vibrant and attractive community.	Strategic Priority 3: Attracting Interest and Investment through Strong Advocacy & Promotion Strategic Objective: Improve Fort Erie's reputation as a vibrant, liveable community with competitive investment advantages	Strategic Priority 4: Promoting Business, Economic Growth and Employment Opportunities Strategic Objective: Implementing an effective Economic Development strategy that promotes and improves Fort Erie's competitive advantage, invests in strategic infrastructure and ultimately supports business development, job growth, talent attraction and the local labour market.	Strategic Priority 5: Managed Growth through Responsibility, Stewardship and Preservation Strategic Objective: Managing the Town's growth through responsible stewardship that balances the community desire for prosperity, preservation of natural features and sense of civic pride
1.1 Update Town's development policy framework to attract an affordable housing mix and housing options <ul style="list-style-type: none"> Partner with Niagara Regional Housing – position Fort Erie as preferred site for social housing investment Review policies that support housing affordability and a broader mix of housing options Partner with Niagara Region to support the Town's affordable and social housing objectives 1.2 Encourage Community Hub initiatives 1.3 Facilitate/coordinate the development of health services inventory and needs assessment <ul style="list-style-type: none"> Feasibility study on integrated health service campus 1.4 Develop marketing/communications plan – promote natural features, healthy living infrastructure, culture, events & business offerings 1.5 Capital investment plan to include healthy living infrastructure (trails, parks/recreation, transit connections, etc.)	2.1 Advocate for funding & infrastructure investments from other levels of government, public and private sector <ul style="list-style-type: none"> Develop & maintain capital project list of shovel-ready projects that align with potential government funding initiatives & priorities 2.2 Update Town's 10-year capital forecast (recurring capital, Asset Management Plan, Master Plans, Development Charge investments, etc.) <ul style="list-style-type: none"> 3-year detailed capital project forecast (roads) Debt management strategy/guidance (range) Continue dedicated capital levy contribution (set target) 2.3 Capital investment plan to include strategic infrastructure investments that support employment lands, industrial growth and improved competitiveness	3.1 Build a strong government and public relations strategy that includes advocating for funding from all levels of government, public and private sector <ul style="list-style-type: none"> Grant funding (ICIP, Gas tax, OMPF, etc.) Inter-Municipal Transit, CSO funding, SNP, Social Housing, health services, etc. 3.2 Leverage capital and infrastructure investments (government, public and private) 3.3 Request that Niagara Region expedite the Municipal Comprehensive Review work to assist with growth planning and forecasting 3.4 Develop a government relations strategy to advocate for supportive policies, funding and resource support to advance the Town's strategic priorities and objectives	4.1 Review Economic Development service delivery models (options) to identify the best model that meets the Town's economic development objectives <ul style="list-style-type: none"> Economic Development strategy development Promotion of Fort Erie as investment destination (e.g. new opportunities) Business resources/supports for existing businesses Work with Economic Development partners (e.g. Niagara Region) to identify opportunities and promote Fort Erie 4.2 Proceed with the Industrial Land strategy <ul style="list-style-type: none"> Facilitate the availability of shovel ready industrial land 4.3 Support continued expansion of high-speed internet <ul style="list-style-type: none"> Urban and non-urban expansion planning Promote high speed internet availability 4.4 Capital investment plan to include strategic infrastructure investments <ul style="list-style-type: none"> Alignment with Economic Development strategy 4.5 Promote service excellence and efficiency/effectiveness	5.1 Approve and implement recommendations identified in the Active Transportation Master Plan and Parks Master Plan <ul style="list-style-type: none"> Advocate for GO Rail service, inter-municipal transit node development and inter-municipal transit service connectedness for the Town 5.2 Review the Town's policies to ensure responsible growth principles (to be confirmed by Council) guide development approvals <ul style="list-style-type: none"> Minimize disruption of existing natural features/resources Leverage planning approvals to protect natural heritage & features 5.3 Capital investment plan to include cultural and natural heritage preservation, recreation, active transportation and infrastructure investments



Strategic Priority: Optimizing Health, Housing & Social Well-Being through Service Access and Healthy Lifestyles

Strategic Objective: Provide policy directions, support community investments and advocacy that improves access to **housing mix**, housing options, health services, social, recreation, education and healthy living infrastructure

'Strategy to Action' Plan:

Town-Led Actions	Success Measured by
<ul style="list-style-type: none"> • Update Town's development policy framework to attract an affordable housing mix and housing options <ul style="list-style-type: none"> - Partner with Niagara Regional Housing – position Fort Erie as preferred site for social housing investment - Review policies that support housing affordability and a broader mix of housing options - Partner with Niagara Region to support the Town's affordable and social housing objectives 	<ul style="list-style-type: none"> • Policy alignment with objectives • \$/% - affordable housing incentives • Social housing as % of building permits • % of residential approvals (multi-res; mixed use; higher density) • \$ support provided for housing affordability
<ul style="list-style-type: none"> • Encourage Community Hub initiatives 	<ul style="list-style-type: none"> • Return on investment – business case for community hub completed
<ul style="list-style-type: none"> • Facilitate/coordinate the development of health services inventory and needs assessment <ul style="list-style-type: none"> - Feasibility study on integrated health service campus 	<ul style="list-style-type: none"> • Completion of health service inventory • Completion of needs assessment with health service partners • Return on investment – feasibility of health services campus
<ul style="list-style-type: none"> • Develop marketing/communications plan – promote natural features, healthy living infrastructure, culture, events & business offerings 	<ul style="list-style-type: none"> • \$/% community contribution to marketing/promo (target %) • Amount of leveraged community investment in events • Participation/utilization rates
<ul style="list-style-type: none"> • Capital investment plan to include healthy living infrastructure (trails, parks/recreation, transit connections, etc.) 	<ul style="list-style-type: none"> • # kms/#sq ft. active living infrastructure • %/\$ capital spent on active living infrastructure



Strategic Priority: Sustainable Infrastructure for the Future

Strategic Objective: Maintaining and investing in sustainable infrastructure that serves the entire community and builds a strong, vibrant and attractive community.

'Strategy to Action' Plan

Town-Led Actions	Success Measured by
<ul style="list-style-type: none"> • Advocate for funding & infrastructure investments from other levels of government, public and private sector <ul style="list-style-type: none"> - Develop & maintain capital project list of shovel-ready projects that align with potential government funding initiatives & priorities 	<ul style="list-style-type: none"> • Track grant successes – record why grants were denied • ROI on strategic infrastructure projects • \$/% leveraged capital funding
<ul style="list-style-type: none"> • Update Town's 10-year capital forecast (recurring capital, Asset Management Plan, Master Plans, Development Charge investments, etc.) <ul style="list-style-type: none"> - 3-year detailed capital project forecast (roads) - Debt management strategy/guidance (range) - Continue dedicated capital levy contribution (set target) 	<ul style="list-style-type: none"> • Asset Management • \$/% leveraged capital funding • Infrastructure funding gap & forecast (annual & 10 year) • Completion of 10 year capital forecast • Completion of 3-year detailed capital project list • Dedicated capital levy (% levy/\$ annual) • Asset condition index • Alignment of capital needs with funding available • Debt level/annual repayment within target range • Reduce unaccounted for water/infiltration • Improved data on Town's asset conditions & work completed
<ul style="list-style-type: none"> • Capital investment plan to include strategic infrastructure investments that support employment lands, industrial growth and improved competitiveness 	<ul style="list-style-type: none"> • \$/% capital spend on strategic infrastructure



Strategic Priority: Attracting Interest and Investment through Strong Advocacy & Promotion

Strategic Objective: Improve Fort Erie’s reputation as a vibrant, liveable community with competitive investment advantages

‘Strategy to Action’ Plan: A list of actions, activities and/or initiatives that will advance the issue toward the stated strategic objective

Town-Led Actions	Success Measured by
<ul style="list-style-type: none"> • Build a strong government and public relations strategy that includes advocating for funding from all levels of government, public and private sector <ul style="list-style-type: none"> - Grant funding (ICIP, Gas Tax, OMPF, etc.) - Inter-Municipal Transit, CSO funding, SNIP, Social Housing, health services, etc. 	<ul style="list-style-type: none"> • Grant funding success rate • Total grants (\$) or % of total revenues • Total operating \$ grants received • Total value of projects supported by non-Town revenues
<ul style="list-style-type: none"> • Leverage capital and infrastructure investments (government, public & private) 	<ul style="list-style-type: none"> • Grant funding • % capital investment from non-Town sources
<ul style="list-style-type: none"> • Request that Niagara Region expedite the Municipal Comprehensive Review work to assist with growth planning and forecasting 	<ul style="list-style-type: none"> • Completion of MCR • Population and employment growth targets met/exceeded
<ul style="list-style-type: none"> • Develop a government relations strategy to advocate for supportive policies, funding and resource support to advance the Town’s strategic priorities and objectives 	<ul style="list-style-type: none"> • Completion of government relations strategy



Strategic Priority: Promoting Business, Economic Growth and Employment Opportunities

Strategic Objective: Implementing an effective Economic Development strategy that promotes and improves Fort Erie’s competitive advantage, invests in strategic infrastructure and ultimately supports business development, job growth, talent attraction and the local labour market.

‘Strategy to Action’ Plan:

Town-Led Actions	Success Measured by
<ul style="list-style-type: none"> • Review Economic Development service delivery models (options) to identify the best model that meets the Town’s economic development objectives <ul style="list-style-type: none"> - Economic Development strategy development - Promotion of Fort Erie as investment destination (e.g. new opportunities) - Business resources/supports for existing businesses - Work with Economic Development partners (e.g. Niagara Region) to identify opportunities and promote Fort Erie 	<ul style="list-style-type: none"> • Completion of EDTC governance review • # leads/follow up/new businesses/#partnerships • Alignment of EDTC & Town objectives • Business leads – ED metrics • Leveraged investments (public & private) - \$/% • Promotion activities – reach/#s • Completion of Economic development strategy • Business supports provided (resource centre)
<ul style="list-style-type: none"> • Proceed with the Industrial Land strategy <ul style="list-style-type: none"> - Facilitate the availability of shovel ready industrial land 	<ul style="list-style-type: none"> • Industrial (& commercial?) land inventory – available private/public (#s) • \$ investment attraction potential with existing/proposed land inventory (ROI?)
<ul style="list-style-type: none"> • Support continued expansion of high-speed internet <ul style="list-style-type: none"> - Urban and non-urban expansion planning - Promote high speed internet availability 	<ul style="list-style-type: none"> • High speed internet coverage rates (%) urban & (%) non-urban • Total investment in high speed internet (\$) – public & private
<ul style="list-style-type: none"> • Capital investment plan to include strategic infrastructure investments <ul style="list-style-type: none"> - Alignment with Economic Development strategy 	<ul style="list-style-type: none"> • %/\$ capital investment supporting employment land development (industrial & commercial)
<ul style="list-style-type: none"> • Promote service excellence and efficiency/effectiveness 	<ul style="list-style-type: none"> • Customer satisfaction • Processing times/targets (application approvals)



Strategic Priority: Managed Growth through Responsibility, Stewardship and Preservation

Strategic Objective: Managing the Town’s growth through responsible stewardship that balances the community desire for prosperity, preservation of natural features and sense of civic pride

‘Strategy to Action’ Plan:

Town-Led Actions	Success Measured by
<ul style="list-style-type: none"> • Approve and implement recommendations identified in the Active Transportation Master Plan and Parks Master Plan • Advocate for GO Rail service, inter-municipal transit node development and inter-municipal transit service connectedness for the Town 	<ul style="list-style-type: none"> • Transit ridership - # • Completed implementation of Master Plan recommendations • Approval of transit node development • Inter-municipal service hours or schedule improvements
<ul style="list-style-type: none"> • Review the Town’s policies to ensure responsible growth principles (to be confirmed by Council) guide development approvals <ul style="list-style-type: none"> - Minimize disruption of existing natural features/resources - Leverage planning approvals to protect natural heritage & features 	<ul style="list-style-type: none"> • # of housing starts / % growth targets achieved • Natural features protected/preserved (new development) • # acres of natural assets under public stewardship (control) • Tree planting metrics (TBD) • Planned growth/infill targets • Completion of policy review • Alignment of policies with Town objectives Re: preservation, protection and stewardship of natural features
<ul style="list-style-type: none"> • Capital investment plan to include cultural & natural heritage preservation, recreation, active transportation and infrastructure investments 	<ul style="list-style-type: none"> • # km active transportation infrastructure (trails, connections, etc.) • \$/% of capital project investments in natural heritage and cultural infrastructure

