



The Municipal Corporation of the Town of Fort Erie

By-law 136-2023

Being a By-law to adopt the 2023-2026 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 2022-2026 term of Council; and

Whereas Administrative Report No. CAO-19-2023 was approved at the Council-in-Committee meeting of September 11, 2023; and

Whereas it is deemed desirable to adopt a 2023-2026 Corporate Strategic Plan for the Town of Fort Erie;

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

- 1. That** the 2023-2026 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 affect 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 18th day of September, 2023.

Mayor

Clerk



■ Land Acknowledgement



We acknowledge that the land upon which we are gathered is the traditional territory of the Attawandaronk, the Haudenosaunee and the Anishinaabe people. We are the beneficiaries of ancient agreements such as the Dish With One Spoon between the Anishinaabe and the Haudenosaunee, who agreed to share the abundance of the land through peace, friendship and mutual respect; the Two Row Wampum, by which the Haudenosaunee welcomed the settlers and agreed to share the land in mutual respect; and the Treaty of Niagara, considered a fundamental document by First Nations in all future relations and treaties with the British.

We recognize that we have a responsibility to be stewards of the land, in cooperation and collaboration with the Indigenous peoples, not only for one generation but for all generations to come. We understand that we have an obligation to learn the lessons of our history, educate ourselves about the experiences of the Indigenous people and seek opportunities to heal the wounds that will result in reconciliation with our Indigenous sisters and brothers.

Many First Nations, Métis, and Inuit people live and work in Fort Erie. We stand with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live. We have the good fortune to live in a land of such abundance, diversity and beauty – let us be vigilant in protecting Turtle Island.

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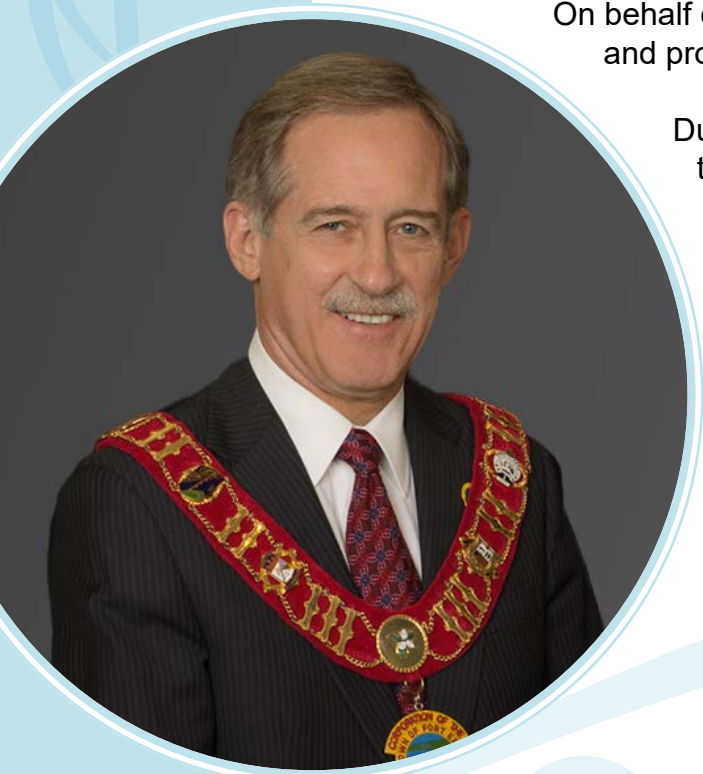
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■ Message from Mayor Wayne H. Redekop



On behalf of members of Council, I want to thank all who participated in the strategic planning process and provided feedback.

During our recent election campaigns, residents and businesses shared their concerns and we took that information into account when formulating our priorities and key strategies.

Council has set out priorities, goals and initiatives that will continue to provide a leadership focus for the municipality – looking at the entire community, the big picture, while reinforcing the importance of what our residents enjoy and deserve!

We also commit to informing the public on how we are doing at regular intervals and performance measurements have been put in place to help us easily track our progress.

We are privileged to serve you, the public, and this plan will help us take the critical steps necessary to reach our vision of becoming ... a community for everyone.

■ Fort Erie Council



Mayor
Wayne Redekop



Ward 1 Councillor
George McDermott



Ward 2 Councillor
Nick Dubanow



Ward 3 Councillor
Darren Flagg



Ward 4 Councillor
Joan Christensen



Ward 5 Councillor
Tom Lewis



Ward 6 Councillor
Ann-Marie Noyes

■ Key Fundamental Planning Elements

The Town of Fort Erie's Strategic Plan is based on five key fundamental planning elements:

Vision of the community ... the Vision statement envisions what we want our community to be, the desired future state.

Mission statement – the Mission statement speaks to our unique purpose and contribution and helps us clarify the practical aspects of accomplishing our vision.

Strategic Priorities (Focus Areas) – priority areas we will focus on over the next four years.

Strategic Objectives – goals that we will pursue to help us reach our Vision.

Strategy to Action (Key Initiatives) – what specific actions we will take to achieve our goals.



■ Vision, Mission, Values

As part of the planning process, Council revisited the Vision statement that has remained relevant over the last two terms of Council. Council recognized that the Town of Fort Erie has become a community of choice for many; however, with this growth we face many other challenges and opportunities. The Vision statement envisions what we want our community to be.

Vision: **"Fort Erie: A Community for Everyone"**

Council also revised the Mission statement, speaking to our unique purpose and contribution. The Mission statement helps us clarify the practical aspects of accomplishing our Vision.

Mission: **"To lead and serve Fort Erie by fostering opportunities, leveraging partnerships and managing our resources to achieve prosperity".**

Corporate Values: • **Proud to Serve • Teamwork • Respect • Honesty • Commitment**



■ Strategic Pillars



Sustainable, Reliable Access to Local Health Care



Quality of Life and Community Well-Being



Sustainable and Managed Growth



Economic Prosperity and Diversification



Environmental and Climate Change Resiliency



Comprehensive Housing Options

■ Strategic Objectives



Sustainable, reliable access to local health care

A community ... where all residents have equitable access to comprehensive, community-based, innovative health care and social services.



Quality of life and community well-being

A community ... that is welcoming, engaged and inclusive and provides opportunities for everyone.



Sustainable and managed growth

A community ... that manages growth responsibly and recognizes existing neighbourhoods by implementing effective planning and policies.

■ Strategic Objectives



Economic prosperity and diversification

A community ... that creates opportunities for economic growth and job creation by maximizing our strategic location and tourism potential.



Environmental and climate change resiliency

A community ... that addresses climate change and the impacts to the natural environment by proactive planning and action.



Comprehensive housing options

A community ... where all residents have access to safe, stable and appropriate housing that is affordable for all ages, abilities and income levels.

■ Sustainable, reliable access to local health care

A community ... where all residents have equitable access to comprehensive, community-based, innovative health care and social services.

Strategy to Action:

- 1.1 Collaborate with service providers to develop an innovative healthcare model that will respond to health care needs across the community.
- 1.2 Support and facilitate collaboration with local primary care health service providers to discuss, problem solve, and implement solutions to address community health care needs.
- 1.3 Continue to provide investment and advocate for health-related services that promote well-being for all.
- 1.4 Update the Physician Recruitment and Attraction Program to address challenges and health system changes.
- 1.5 Advocate for funding from other levels of government and work collaboratively with existing partners.



■ Quality of life and community well-being

A community ... that is welcoming, engaged and inclusive and provides opportunities for everyone.

Strategy to Action:

- 2.1 Develop, approve and implement a Diversity, Equity and Inclusion (DEI) Policy and Plan and complete applicable training.
 - .1 Support and promote the work done by the Fort Erie Native Friendship Centre, Fort Erie DEI Coalition, Fort Erie Multi-Cultural Centre, Niagara Chapter of Native Women and other community organizations to promote unity through diversity, inclusiveness and reconciliation.
 - .2 Encourage diversity in public office and participation on boards and committees to be more reflective of the community.
- 2.2 Foster opportunities to support and promote culture, the arts, and history through education and communication.
- 2.3 Implement a comprehensive plan for parks, recreation, trails, beaches, open space and natural areas that provides for infrastructure, programming and services that meets the needs of the growing community.



■ Sustainable and managed growth

A community ... that manages growth responsibly and recognizes existing neighbourhoods by implementing effective planning and policies.

Strategy to Action:

- 3.1 Manage growth in a responsible manner by:
 - .1 Updating the Official Plan to include density targets (include Secondary Plans) that align with the Community's ability to grow.
 - .2 Creating Urban Design Guidelines that protect existing neighbourhoods, include road functions (i.e. turning lanes), and plan density on arterial roads and integrate new with existing (buffer density behind);
 - .3 Developing a strategy to accommodate growth through phased servicing;
 - .4 Determine and respond to the impacts of legislation (i.e. Bill 23 and Bill 109 on growth, more impact on taxpayers, and fees to support growth).
 - .5 Focusing on preserving our natural heritage.
- 3.2 Continue to implement policies that will enhance and protect the Town's built heritage, including a review of the grant funding program and key measurements.
- 3.3 Advocate for Niagara Transit Commission to provide data and analytics at the local level to ensure ridership/transit availability meets growth and emerging needs.



Economic prosperity and diversification

A community ... that creates opportunities for economic growth and job creation by maximizing our strategic location and tourism potential.

Strategy to Action:

- 4.1 Update and implement the Industrial Land Strategy (ILS) and ensure servicing and funding is in place for the expansion of employment lands to help foster job creation and explore the viability of securing industrial land into Town ownership.
- 4.2 Attract new business and investment through focused marketing and promotion in key investment areas.
- 4.3 Expand the Tourism base through the development of a Tourism Strategy.
- 4.4 Support Tourism and Cultural events through continued promotion.
- 4.5 Continue to foster relationships and provide business support through outreach and sector engagements (i.e. roundtables, skills night, networking events, etc.)
- 4.6 Balance visitor accommodation options that support economic development and diversification.
- 4.7 Pursue and support post-secondary programming and opportunities.



■ Environmental and Climate Change resiliency

A community ... that addresses climate change and the impacts to the natural environment by proactive planning and action.

Strategy to Action:

- 5.1 Review and refine policies that preserve and enhance our natural heritage (i.e. update Tree Preservation By-law and promote planting on public and private lands).
- 5.2 Continue to pursue opportunities and secure and preserve waterfront, natural heritage and natural areas through public stewardship and acquisition.
- 5.3 Manage wildlife interactions through an increased educational component and development of a strategy to recognize and protect Natural Heritage Corridors.
- 5.4 Create, adopt and implement a Climate Change Plan and Policy Framework that incorporates adaptation, resiliency and mitigation strategies.
- 5.5 Improve resilience of and response to shoreline protection, stormwater management, drainage and flood control through infrastructure investments and maintenance.



■ Comprehensive housing options

A community ... where all residents have access to safe, stable and appropriate housing that is affordable for all ages, abilities and income levels.

Strategy to Action:

- 6.1 Update Town Planning and Policy documents to reflect community core housing needs (adequacy, suitability and affordability), proper housing mix and housing options.
- 6.2 Advocate for innovative funding models from other levels of government that will support and promote community-based solutions to address homelessness, social housing, independent living and supportive housing options.
- 6.3 Create a policy framework that supports and incentivizes the development of a broader mix of affordable and attainable housing options.
- 6.4 Ensure that the Development Charges By-law and Community Benefit Program can be used to incentivize affordable housing construction.



How we will measure success...



Sustainable, reliable access to local health care

- Number of Physicians accessing the Town's funding program
- Improved relationship of local primary health service providers
- Dollars invested in health-related services
- Success of implementing an innovative health care model
- Number of opportunities for advocacy and results of efforts



Quality of Life and community well-being

- DEI Policy and Plan in place and numbers trained
- Number of interactions with community cultural organizations
- Increase in number of publicly available community recreational programs for seniors, adults and children – both in summer and winter
- Number of community cultural events and attendance



Sustainable and managed growth

- Density Targets
- Minimal number of Appeals on Official Plan amendments
- Creation of Urban Design Guidelines
- Phased Servicing costs and amount of new infrastructure in the ground
- Revenues/fees related to growth
- Grant funding \$ and applications submitted
- Niagara Transit ridership data
- Number of designated heritage properties



Economic prosperity and diversification

- Amount of employment lands serviced/ available
- Dollars budgeted/ spent for Town procurement of employment lands
- Number and type of industries and under-utilized industrial/ commercial properties (sq. ft.)
- Number of new jobs created and new businesses opened
- Number of event permits/ approvals
- Increase in tourist visits and event attendance
- Number of engagements with businesses
- Number and type of accommodations available
- Number of post-secondary programs created and students enrolled



Environmental and Climate Change resiliency

- Number of natural heritage policies reviewed
- Number of public stewardship agreements or acquisition of waterfront, natural heritage or natural areas
- Natural Asset inventory details
- Number of wildlife interactions reported
- Funding and initiatives for climate change strategies
- Number of incidents/ impacts related to flooding
- Number of sanctions where agreements are contravened



Comprehensive housing options

- Housing mix data Planning and Policy updates
- Increase in number of apartments, seniors and assisted living units
- Average housing costs
- Affordable housing formula
- Number of accessory units permitted
- Increase in availability of public housing - decrease in wait lists
- Vacancy rates
- Community Benefit revenue, grants and incentives

■ Conclusion

As noted in the Plan document, some of the goals and initiatives will overlap. This shows the connection between each strategic area of focus and only helps to strengthen the Strategic Plan. The Strategic Plan is a dynamic tool. It is not static and continues to evolve and change. The Plan will lead staff work plans and annual and multi-year budgeting.



2023 - 2026 STRATEGIC PLAN
TOWN OF FORT ERIE

