



# Operational Plan

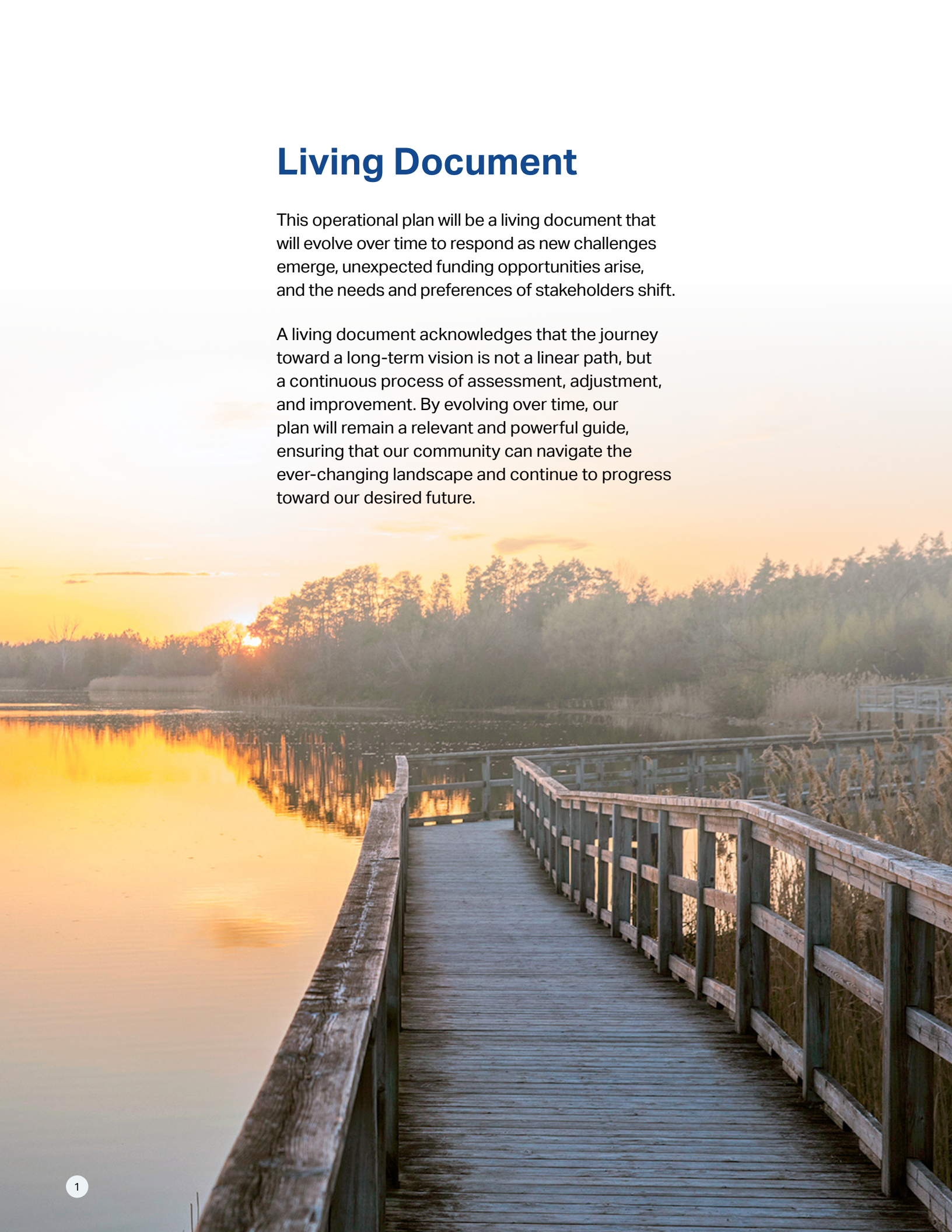
Appendix to the Strategic Plan  
2024 – 2027 and Beyond



# Living Document

This operational plan will be a living document that will evolve over time to respond as new challenges emerge, unexpected funding opportunities arise, and the needs and preferences of stakeholders shift.

A living document acknowledges that the journey toward a long-term vision is not a linear path, but a continuous process of assessment, adjustment, and improvement. By evolving over time, our plan will remain a relevant and powerful guide, ensuring that our community can navigate the ever-changing landscape and continue to progress toward our desired future.



# Vibrant & Prosperous Community



Strategic Goals	Operational Actions
<p><b>Livable Community</b></p>	<ul style="list-style-type: none"> <li>▶ Develop a Parking Master Plan.</li> <li>▶ Initiate Official Plan Review and Conformity.</li> <li>▶ Initiate Growth Management Study.</li> <li>▶ Continue working towards AODA compliance.</li> <li>▶ Update <a href="#">Water, Wastewater</a> and <a href="#">Stormwater Master Plans</a>.</li> <li>▶ Develop a strategy that identifies the city's housing needs, objectives and approach.</li> <li>▶ Implement the recommendations in the <a href="#">Parks, Trails and Recreation Master Plan</a>.</li> <li>▶ Explore the viability of constructing a multi-use turf field.</li> <li>▶ Complete construction of the Decew Road Trail including a spur line to the dog park.</li> <li>▶ Upgrade baseball and soccer facilities.</li> </ul>
<p><b>Economic Prosperity</b></p>	<ul style="list-style-type: none"> <li>▶ Develop an Economic Development Strategy aligned with Niagara Region strategy.</li> <li>▶ Develop a Commercial and Industrial Land Strategy.</li> <li>▶ Increase support for local tourism.</li> <li>▶ Explore opportunities to service un-serviced industrial and commercial lands.</li> </ul>
<p><b>Community Wellbeing</b></p>	<ul style="list-style-type: none"> <li>▶ Prepare the Fire Master Plan and partner with other levels of government and community agencies to enhance emergency preparedness.</li> <li>▶ Partner with Niagara Transit to expand transit service.</li> <li>▶ Review and upgrade trail signage and safety measures.</li> <li>▶ Identify local issues related to homelessness, substance abuse and mental health issues and advocate for other levels of government and social service agencies to address them.</li> <li>▶ Develop and implement a Diversity, Equity and Inclusion (DEI) Strategy.</li> <li>▶ Investigate funding opportunities for library expansion.</li> </ul>



# Service Delivery Excellence



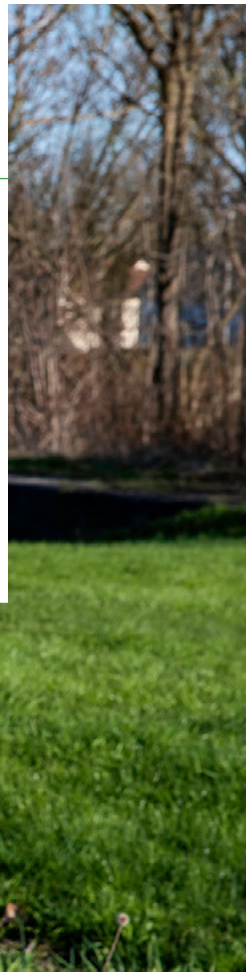
Strategic Goals	Operational Actions
<b>Human Resources</b>	<ul style="list-style-type: none"><li>▶ Review and update corporate personnel policies and procedures.</li><li>▶ Update Standard Operating Procedures (SOPs) where required.</li><li>▶ Enhance corporate orientation program.</li><li>▶ Enhance corporate and department training for all staff.</li></ul>
<b>Service Modernization</b>	<ul style="list-style-type: none"><li>▶ Provide digital service delivery options.</li><li>▶ Implement an electronic data management system.</li><li>▶ Establish an Intranet site.</li><li>▶ Create a Customer Service Strategy.</li></ul>
<b>Community Engagement</b>	<ul style="list-style-type: none"><li>▶ Enhance information on website and social media.</li><li>▶ Implement community engagement software.</li><li>▶ Enhance communications and marketing initiatives with the community.</li><li>▶ Develop a Special Events Strategy.</li><li>▶ Develop an Election 2026 Plan.</li></ul>



# Sustainability



Strategic Goals	Operational Actions
<p><b>Sustainable Infrastructure</b></p>	<ul style="list-style-type: none"> <li>▶ Reconstruct St. David's Road.</li> <li>▶ Reconstruct South Main Street Bridge (Eco Park).</li> <li>▶ Reconstruct Broderick Avenue.</li> <li>▶ Reconstruct Clairmont Street to Sullivan Avenue.</li> <li>▶ Determine best long term use of James Whyte Arena.</li> <li>▶ Refurbish Allanburg community centre.</li> <li>▶ Complete construction of the dog park.</li> <li>▶ Develop a Facilities Strategy.</li> <li>▶ Develop and enhance the museum and cultural centre.</li> <li>▶ Implement the recommendations of the <a href="#">Cemetery Master Plan</a>; construct a Cemetery Customer Care Centre: expand the mausoleum.</li> </ul>
<p><b>Financial Sustainability</b></p>	<ul style="list-style-type: none"> <li>▶ Continue work towards a robust Asset Management and Funding Strategy.</li> <li>▶ Update procurement policy.</li> <li>▶ Update Development Charges By-law.</li> <li>▶ Complete user fee analysis.</li> </ul>
<p><b>Environmental Sustainability</b></p>	<ul style="list-style-type: none"> <li>▶ Complete Conservation Demand Management Plan.</li> <li>▶ Enhance active transportation in accordance with the <a href="#">Transportation Master Plan</a>.</li> <li>▶ Work with Niagara Region for a Waste Reduction Strategy for municipal programs.</li> <li>▶ Review opportunities for enhanced cultural, natural and heritage preservation.</li> <li>▶ Develop a Municipal Tree Strategy.</li> <li>▶ Develop mapping of Lake Gibson Area in support of future conservation opportunities..</li> </ul>









# How We Will Use This Operational Plan

This operational plan identifies projects and initiatives that are aligned with our mission, vision and value statements. The Plan will be our instrument to monitor our progress.



 @city.thorold  
 @thoroldon  
 @cityofthorold  
 @thoroldon

## City of Thorold

3540 Schmon Parkway  
P.O. Box 1044  
Thorold, ON L2V 4A7

Phone	905.227.6613
Fax	905.227.5590
TTY	905.227.6206
Email	<a href="mailto:contact@thorold.ca">contact@thorold.ca</a>
After-hour line	905.227.3521