



Strategic Plan

2024 – 2027 and Beyond





Message from the Mayor, Council and Staff

We are thrilled to introduce the new strategic plan for our city, outlining our vision for a vibrant, prosperous and sustainable future. As Mayor, alongside Council and our dedicated staff, we recognize the critical role that municipal services play in enhancing the everyday lives of our residents.

Thorold's growth is a testament to its appeal, being the fourth fastest growing city in Ontario and the eighth fastest in Canada. This demonstrates what a wonderful place Thorold is to live, work, and raise a family. Our council and staff are committed to making Thorold even better, ensuring that our city remains a desirable place to call home.

We extend our heartfelt thanks to all the citizens who completed our survey, provided input through focus groups, and participated in interviews. Your contributions have been instrumental in shaping this strategic plan.

This plan reflects our commitment to providing high-quality services, promoting economic prosperity, and preserving our natural and cultural heritage. We invite you to join us on this journey as we work together to build a sustainable and thriving community for generations to come.



Council 2022–2026

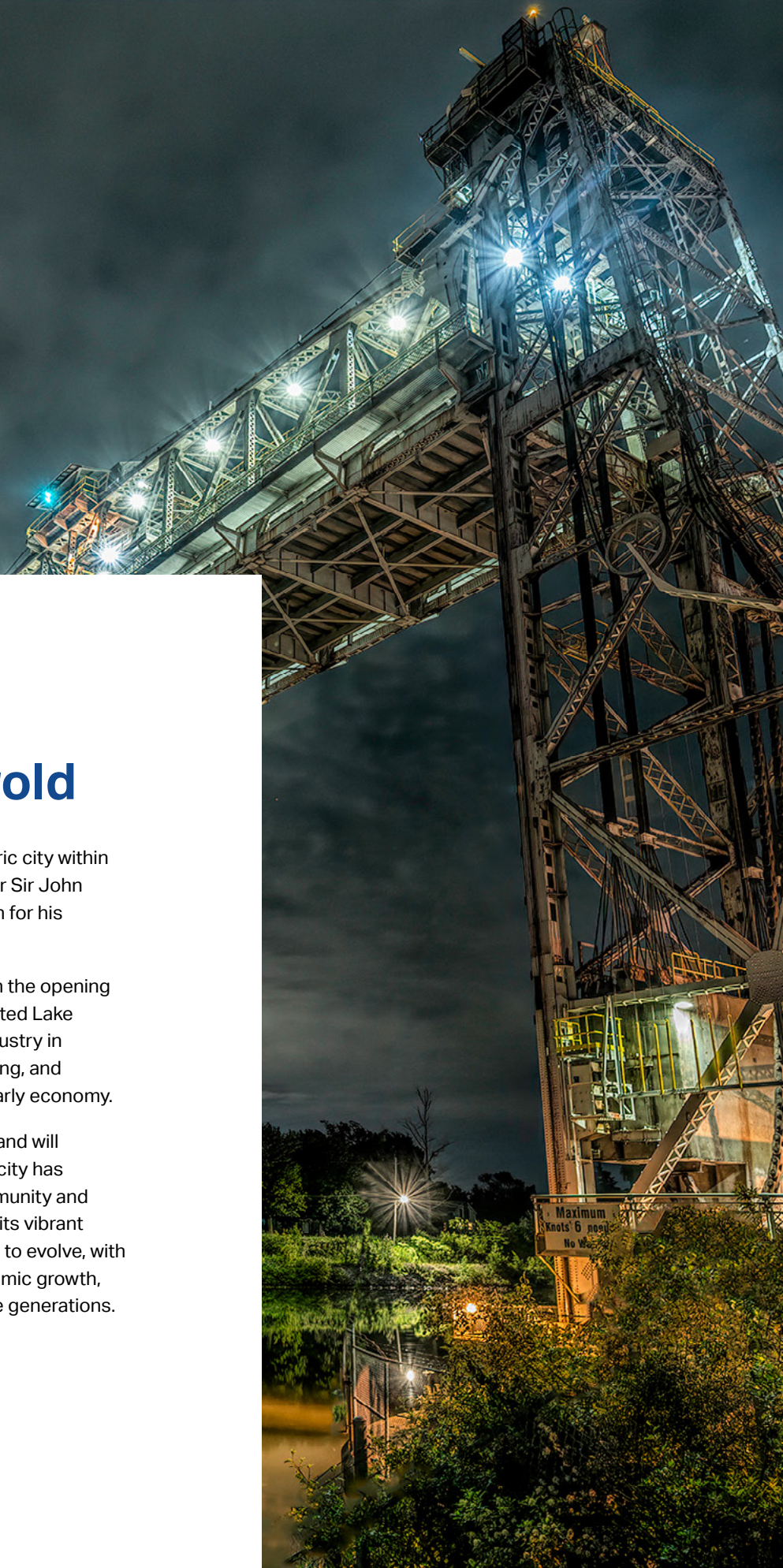
Back row: Anthony Longo, Henry D'Angela, Mayor Terry Ugolini, Ken Sentance, Mike De Divitiis.
Front row: Tim O'Hare, Nella Dekker, Carmen DeRose, David (Jim) Handley.

Overview of the City of Thorold

Founded in 1786, Thorold stands as a historic city within Ontario's Niagara Region. It was named after Sir John Thorold, a British Parliament member known for his sympathy towards United Empire Loyalists.

Thorold experienced significant growth with the opening of the Welland Canal in 1829, which connected Lake Ontario to Lake Erie, boosting trade and industry in the region. Industries such as milling, shipping, and manufacturing thrived, shaping Thorold's early economy.

Thorold was incorporated as a city in 1975 and will celebrate its 50th anniversary in 2025. The city has become known for its strong sense of community and active volunteer base, which contributes to its vibrant culture and celebrations. Thorold continues to evolve, with a focus on sustainable development, economic growth, and preserving its unique heritage for future generations.



Land Acknowledgement

The City of Thorold is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The City of Thorold stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.



OUR VISION

**A vibrant community.
Growing together.**

OUR MISSION

**Building community.
Embracing opportunity.
Shaping our future.**

OUR VALUES

Respect: Valuing the role of every person.

Integrity: Doing what is right for our community.

Teamwork: Understanding that the best work happens when we work together.

Service: Providing a responsive, friendly, informed experience for everyone.

Accountability: Committed to transparent and responsible stewardship of our community's resources.

Sustainability: Making decisions for current and future generations.



STRATEGIC PRIORITIES



**Vibrant & Prosperous
Community**



**Service Delivery
Excellence**



Sustainability

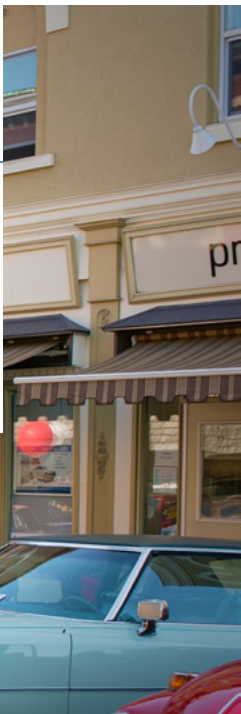


Vibrant & Prosperous Community



A vibrant and prosperous community is one where residents actively participate in civic life, enjoy a rich tapestry of cultural activities, and foster strong social connections. It is characterized by a sense of pride and belonging, creating a safe and supportive environment. Economic prosperity is a key component, improving the quality of life by offering diverse opportunities for employment and growth.

Strategic Goals	Strategic Actions
<p>Livable Community</p>	<ul style="list-style-type: none"> ▶ Plan and develop neighborhoods that are designed to be walkable and accessible, with a mix of residential, commercial, and recreational spaces. ▶ Explore and implement initiatives to increase the availability of housing options, including mixed-use developments and innovative housing solutions. ▶ Invest in the development and maintenance of parks, trails, and recreational facilities.
<p>Economic Prosperity</p>	<ul style="list-style-type: none"> ▶ Implement initiatives to attract new businesses and support the growth of existing ones. ▶ Support infrastructure projects such as transportation networks, utilities, and digital infrastructure to support economic development. ▶ Promote Thorold's cultural heritage and attractions to cultivate a loyal tourist base and stimulate economic activity.
<p>Community Wellbeing</p>	<ul style="list-style-type: none"> ▶ Enhance emergency preparedness in all parts of the city. ▶ Support Niagara Region, healthcare providers and community organizations, to develop programs that address homelessness, substance abuse and mental health issues. ▶ Advocate for more affordable housing and public transportation alternatives at regional and provincial levels.



Service Delivery Excellence



Service delivery excellence is about delivering high-quality services efficiently and effectively, meeting the needs of the community while ensuring transparency, accountability, and continuous improvement.

Strategic Goals	Strategic Actions
Human Resources	<ul style="list-style-type: none">▶ Set clear expectations for staff and provide regular feedback.▶ Provide comprehensive training for staff members to ensure they are equipped with the necessary skills and knowledge to deliver high-quality services.▶ Improve communication channels and coordination among staff members to ensure seamless service delivery and avoid duplication of efforts.
Service Modernization	<ul style="list-style-type: none">▶ Embrace technology to provide increased accessibility and efficiency while ensuring that both on-line and in-person options are available for municipal services.▶ Enhance data collection, analysis, and utilization practices to inform decision-making, optimize resource allocation, and improve service outcomes.▶ Promote collaboration and shared services to enhance operational efficiencies.
Community Engagement	<ul style="list-style-type: none">▶ Create opportunities for residents to participate in decision-making processes and community events.▶ Collaborate with community organizations, educational institutions, businesses, and other stakeholders to co-create solutions and leverage resources for community engagement efforts.▶ Regularly seek feedback from staff, residents and stakeholders to identify areas for improvement and make necessary adjustments to service delivery strategies.



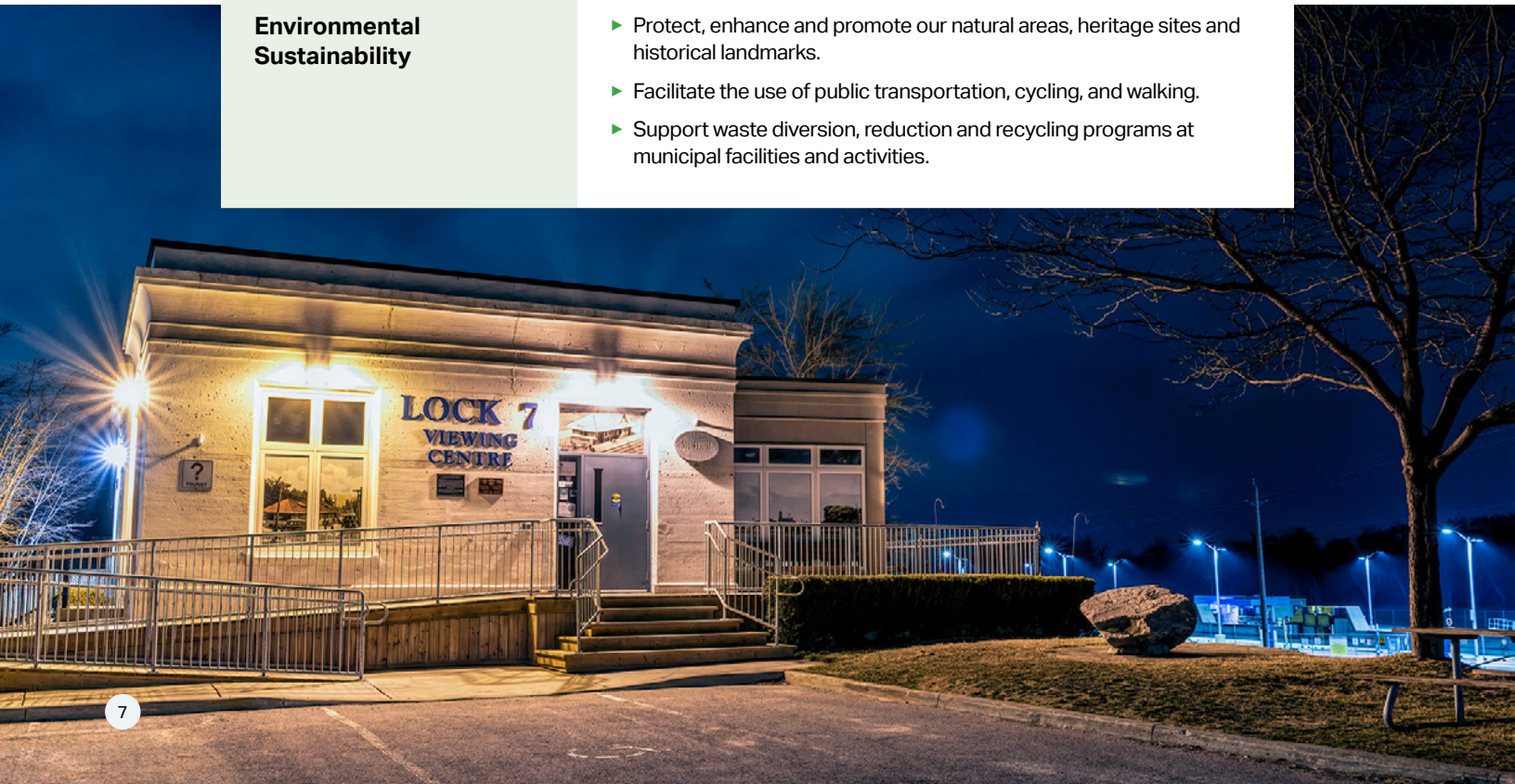
STRATEGIC PRIORITY 3

Sustainability



A sustainable community allocates resources to develop and maintain infrastructure that supports environmental, economic, and social well-being. We will focus on building resilient systems that meet current needs while minimizing negative impacts on the environment and ensuring the ability to meet future needs in a sustainable manner.

Strategic Goals	Strategic Actions
Sustainable Infrastructure	<ul style="list-style-type: none">▶ Expand and enhance our infrastructure to enable sustainable growth and economic development.▶ Prioritize infrastructure projects based on critical needs, aging systems, environmental risks, and community needs.▶ Integrate services and amenities into the fabric of the community to enhance quality of life.
Financial Sustainability	<ul style="list-style-type: none">▶ Identify and implement cost-saving measures, such as streamlined processes and resource optimization, to reduce expenses and improve financial efficiency.▶ Plan for asset lifecycle and renewal costs.▶ Enhance performance measurement processes to evaluate the efficiency and effectiveness of service delivery.
Environmental Sustainability	<ul style="list-style-type: none">▶ Protect, enhance and promote our natural areas, heritage sites and historical landmarks.▶ Facilitate the use of public transportation, cycling, and walking.▶ Support waste diversion, reduction and recycling programs at municipal facilities and activities.



Strategic Questions

As we implement Thorold's strategic plan, it will be crucial to consider strategic questions when evaluating potential projects. These questions ensure that projects align with our plan's long-term goals, contribute positively to our community's well-being, and are implemented effectively and efficiently. By asking these strategic questions, we can make informed decisions that support our plan's vision to make Thorold an even better place to live, work and raise a family now and in the future.

1. Does this project align with our community's long-term goals and strategic priorities?
2. Are there alternative approaches or solutions that could achieve similar outcomes more effectively or efficiently?
3. How does this project fit into our short and long-term capital and operating budgets and resource allocation priorities?
4. Are there opportunities to collaborate with other levels of government, community partners or organizations to enhance project outcomes and community impact?
5. What are the potential barriers or challenges to successfully completing this project, and how can they be mitigated?

This Strategic Plan was led by **Manoj Dilwaria**, Chief Administrative Officer and supported by **Tessa Buonocore**, Administrative Assistant to Mayor and Council, with contributions from our Senior Management Team:

- Geoff Holman, Director of Public Works and Community Services
- Maria Mauro, Director of Finance
- Terry Dixon, Fire Chief
- Jason Simpson, Director of Development Services
- Matthew Trennum, City Clerk







How We Will Use This Strategic Plan

This strategic plan will be integrated into all City of Thorold activities.

Our operational plan, provided as an appendix to this strategic plan, identifies projects and initiatives that are aligned with our mission, vision, and values statements. The operational plan will be our instrument to monitor our progress.



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