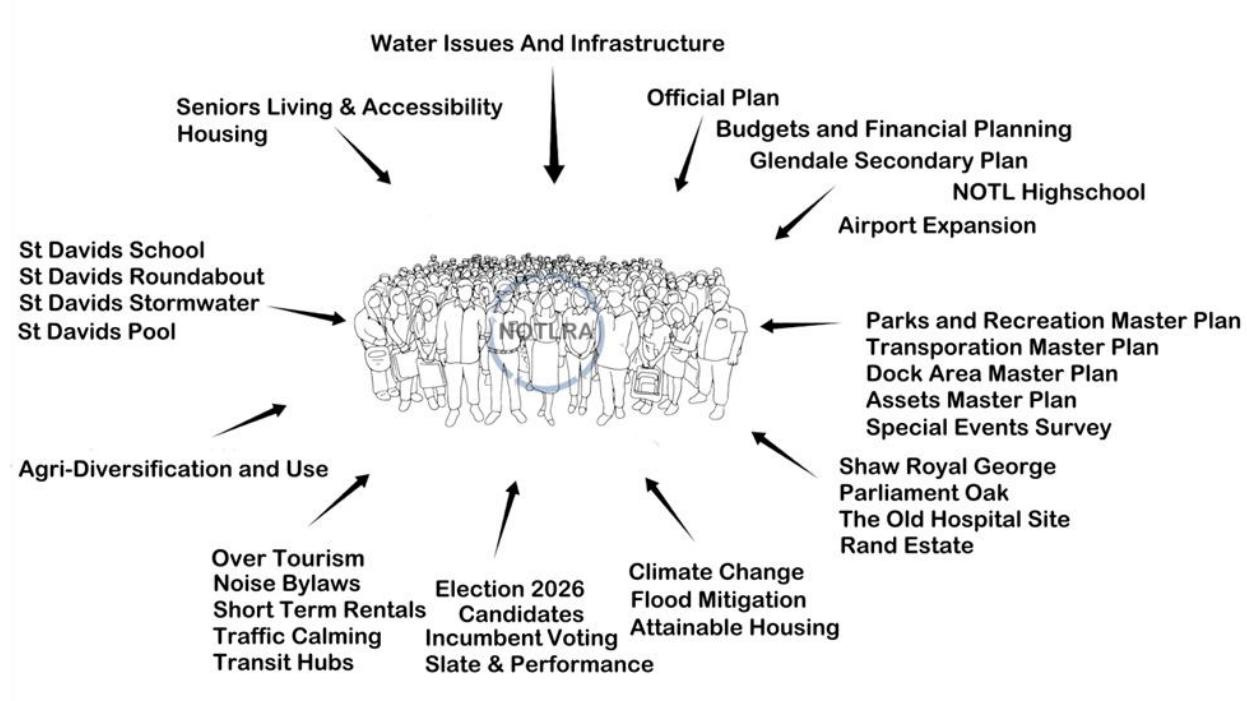


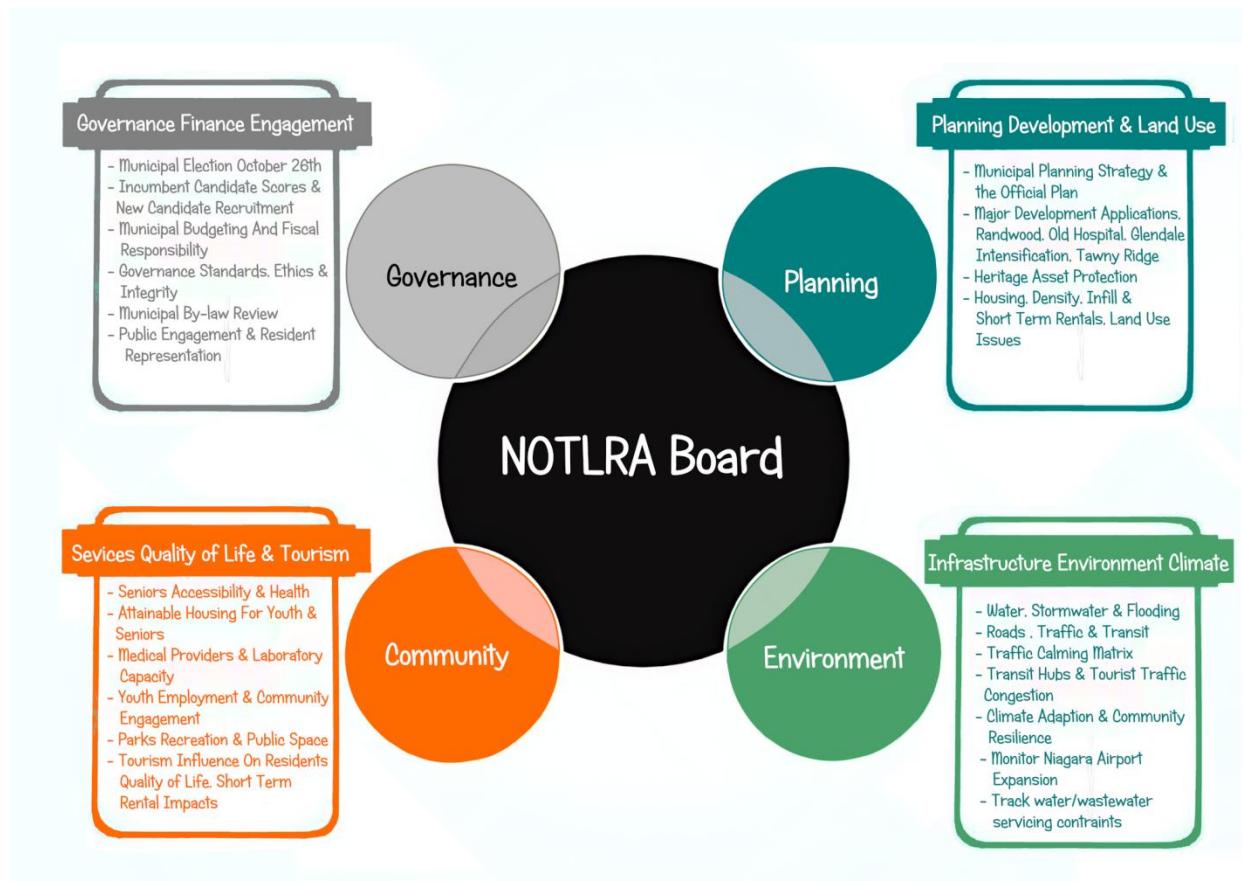
NOTLRA Structure and Frames of Reference

In November 2025 I assembled an administrative plan for today's committee structure and I want to revisit both the background and the frames of reference assigned to those committees.

Background



In 2025 the Association's board had cobbled together a total of 32 specific issues/challenges that residents raised. Of course a team of 7 directors could not possibly tackle these issues on its own.



I recommended the creation of 4 separate committees to divide-up the residents' 32 issues and the illustration I used for demonstration purposes is not a comprehensive listing.

Below I have extracted the two versions of my committee mandate definitions from the original proposal document. The first version simply sets-out mandate definitions and scope as follows:

Committee Mandate Definitions

1. Planning, Development & Land Use Committee

Mandate:

To guide and oversee all matters related to municipal planning, land use, development

applications, heritage preservation, and long-term growth management. The committee ensures development aligns with the community's vision, balances resident and commercial interests, and protects both heritage and agricultural assets.

Scope Includes:

- Municipal Planning Strategy and Official Plan
- Community Planning Permit System
- Development proposals, infill, and density review
- Growth management and infrastructure capacity impacts
- Heritage policies and heritage asset protection
- Land use conflicts, including agricultural diversification
- Short-term rental policies related to land use
- Oversight of major planning areas (e.g., Glendale Secondary Plan, Rand Estate, former Hospital Site)
- Zoning, site plans, and built-form guidelines

2. Infrastructure, Environment & Climate Resilience Committee

Mandate:

To provide leadership on infrastructure planning, environmental protection, and climate resilience by evaluating current and future needs related to transportation, stormwater, utilities, and municipal assets. The committee ensures infrastructure keeps pace with growth while enhancing environmental sustainability.

Scope Includes:

- Stormwater systems, flooding, and water management
- Climate change adaptation initiatives
- Transportation networks, traffic safety, and transit hubs
- Noise regulation and environmental by-laws
- Oversight of capital infrastructure projects (e.g., roads, airport expansion)
- Town Asset Management Master Plan
- Infrastructure impacts of new development

3. Community Services, Quality of Life & Tourism Management Committee

Mandate:

To enhance resident well-being, oversee community amenities and services, and ensure tourism is managed responsibly to preserve the quality of life for permanent residents. The committee evaluates how community programs, events, and tourism activity affect social, cultural, and recreational priorities.

Scope Includes:

- Seniors services, health & wellness, and accessibility
- Youth employment and community opportunities
- Parks & Recreation Master Plan oversight and improvements
- Tourism impact mitigation and over-tourism management
- Short-term rental impacts on neighbourhoods
- Special events review and community feedback
- Preservation of passive green space and public amenity planning
- Resident quality-of-life initiatives

4. Governance, Finance & Civic Engagement Committee

Mandate:

To strengthen municipal governance, financial sustainability, public accountability, and citizen engagement. The committee oversees taxation policy, municipal budgeting, electoral readiness, and governance best practices to ensure transparent and responsible decision-making.

Scope Includes:

- Financial planning, budgeting, and revenue strategies (including MAT)
- Property tax impacts and long-term fiscal sustainability
- Recruitment, training, and vetting of election candidates
- Governance policy, ethics, and integrity standards
- Public engagement systems and feedback channels
- By-law development and regulatory review

- Performance oversight of municipal services

The second version offers a slightly different approach with a summary with strategic objectives:

1-Page Summary: Planning, Development & Land Use Committee

Purpose

To guide the long-term physical development of the municipality by ensuring growth is well-planned, sustainable, and aligned with community values, including the protection of heritage, neighborhood character, and agricultural lands.

Key Responsibilities

- Oversee the Municipal Planning Strategy and Official Plan
- Support A Community Planning Permit System
- Review development applications, zoning changes, and site plans
- Evaluate impacts of infill, density, and intensification
- Ensure infrastructure capacity aligns with growth
- Protect heritage assets and define clear heritage criteria
- Manage major planning areas such as Glendale Secondary Plan
- Review redevelopment proposals (e.g., Rand Estate, former Hospital Site)
- Support policies on attainable housing and responsible land use
- Assess agricultural diversification and non-farm events on farmland
- Oversee Short-Term Rental policies as they relate to land use and neighbourhood integrity

Strategic Objectives

- Balance residential quality of life with economic development
- Preserve heritage and strengthen community identity
- Ensure growth supports walkability, environmental resilience, and housing diversity

- Reduce land-use conflicts and provide predictability for residents and developers

1-Page Summary: Infrastructure, Environment & Climate Resilience Committee

Purpose

To ensure the municipality's infrastructure systems are safe, modern, and resilient while addressing environmental sustainability and preparing for the impacts of climate change.

Key Responsibilities

- Water management, stormwater systems, and flood mitigation
- Climate adaptation planning and environmental protections
- Major capital projects (roads, utilities, airport expansion)
- Transportation planning, including traffic calming and transit hubs
- Oversight of noise, environmental, and infrastructure-related by-laws
- Integration of environmental assessments into planning decisions
- Review and update the Town Asset Management Master Plan
- Monitor infrastructure pressures caused by rapid development

Strategic Objectives

- Strengthen infrastructure resilience to climate-related risks
- Reduce flooding and improve water system reliability
- Improve safety and mobility for residents, visitors, and businesses
- Incorporate green infrastructure and sustainability practices
- Ensure long-term municipal assets are responsibly funded and maintained

1-Page Summary: Community Services, Quality of Life & Tourism Management Committee

Purpose

To enhance the social and cultural well-being of residents by overseeing community programs, public spaces, recreational services, and managing tourism pressures to preserve quality of life.

Key Responsibilities

- Seniors' services, living facilities, and wellness initiatives
- Accessibility standards for people with disabilities
- Youth employment and skills opportunities
- Oversight and improvement of the Parks & Recreation Master Plan
- Conservation of passive green spaces and natural areas
- Management of tourism impacts and over-tourism mitigation
- Coordination and evaluation of special events
- Monitoring Short-Term Rental impacts on neighbourhood character
- Protecting residents' quality of life amid increasing tourism activity

Strategic Objectives

- Maintain a livable, inclusive, multigenerational community
- Provide well-designed, accessible public spaces
- Ensure tourism benefits the community without overwhelming it
- Support programming that strengthens civic life, recreation, and well-being
- Balance resident needs with visitor-driven economic activity

1-Page Summary: Governance, Finance & Civic Engagement Committee

Purpose

To promote accountable, transparent municipal governance while ensuring financial sustainability, effective policy oversight, and robust citizen engagement.

Key Responsibilities

- Municipal budgeting, financial planning, and revenue strategies (including MAT)
- Monitoring property tax trends and long-term fiscal health

- Governance standards, ethics requirements, and integrity frameworks
- Recruitment, screening, and orientation of prospective election candidates
- Development and review of municipal by-laws
- Oversight of public communication and engagement methods
- Evaluation of service performance and value-for-money practices
- Ensure council decision-making processes are fair, informed, and transparent

Strategic Objectives

- Strengthen public trust and responsible governance
- Enhance municipal financial accountability
- Build a strong culture of civic participation and informed leadership
- Modernize governance frameworks to match community expectations
- Improve the clarity, accessibility, and effectiveness of municipal policy

During question period on Wednesday some committee members asked what must be done when frames of reference start to cross-over into areas outside the municipality. For example:

- **investigations into the Niagara Regional budgeting process when trying to develop the NOTLRA's position regarding the 2026 NOTL Budget. A flip of a \$1 million transit levy from NOTL's ledger to the Region's isn't actually a saving for NOTL residents.**
- **investigations into the DC waiver approved by Regional Council to pass \$900,000 in revenue from a developer's payable to taxpayers levy**
- **the Niagara Airport expansion - great plans are being announced by Queen's Park for the airport's expanded capability but we're the one's footing the bills if it becomes an albatross**
- **the ongoing debate about housing construction expansion in St Davids where the focus on dwindling sanitary sewer pumping capacity needs also to address the fact that the Niagara Falls sewage treatment plant is topped-out in capacity and**

increasingly vulnerable to raw bypasses into the Niagara River. In our case the problem literally flows downhill to our footsteps.

Committee members will need to use their skills and competencies to self-police what guardrails their committees will set for the team