2015-2018 Strategic Priorities

Economic Growth and Prosperity

Infrastructure Sustainability

Financial Stability

Convenient, Accessible, and Sustainable Transportation
2015-2018 Strategic Priorities

Customer Service Excellence
Organizational Efficiency and Effectiveness
A Healthy and Safe Community
A Vibrant and Well Planned City
Our Vision

Niagara Falls…A Great City…For Generations To Come!

Our Mission

The City of Niagara Falls is committed to being accountable for the provision of high quality municipal services, and enhancing quality of life in our community through service excellence, teamwork, and dynamic leadership
Economic Growth And Prosperity
We are committed to be a City that will attract and retain business investment, create employment, diversify the economy and broaden the tax base.

Objective: Establish areas where more flexible zoning provisions and regulatory tools can be introduced to encourage redevelopment, investment and economic growth

Key Actions:
- Foster business investment and job creation through existing Community Improvement Plans (CIP) and the establishment of a City-Wide CIP
- Develop an implementation strategy for the Niagara Economic Gateway Zone
- Ensure Montrose Business Park is Shovel-Ready for Development
- Identify and implement new "business friendly" initiatives, and establish a one-window approval process with clear timelines
Economic Growth and Prosperity

We are committed to be a City that will attract and retain business investment, create employment, diversify the economy and broaden the tax base.

Objective: Establish Niagara Falls as Ontario’s premier resort gaming destination

Key Actions:

- Strengthen the two Casinos in Niagara Falls and lobby for expansion of the gaming industry in Niagara Falls
- Continue to pursue the Modernization of Casino Niagara
- Encourage the Development of a new 7,000 Seat Entertainment Complex
Economic Growth and Prosperity

We are committed to be a City that will attract and retain business investment, create employment, diversify the economy and broaden the tax base.

Objective: Bring Year-Round GO Train Service to Niagara Falls to leverage the economic synergies by linking Niagara Falls to the GTA
Economic Growth and Prosperity

We are committed to being a City that will attract and retain business investment, create employment, diversify the economy and broaden the tax base.

**Objective:** Retain the City's youth and attract youth from across the world to Niagara Falls by providing educational and career opportunities.

**Key Actions:**

- Develop a Post-Secondary Educational Hub and Entrepreneurial Village in Niagara Falls
- Identify and Implement Strategies to Encourage Innovation and Small Business Start-Ups
Economic Growth and Prosperity

We are committed to be a City that will attract and retain business investment, create employment, diversify the economy and broaden the tax base.

Objective: Capitalize on Niagara’s Global Brand Recognition
Economic Growth and Prosperity

We are committed to be a City that will attract and retain business investment, create employment, diversify the economy and broaden the tax base.

Objective: Strengthen public transit linkages between the municipalities to assist in the movement of people for employment and education opportunities.
Economic Growth and Prosperity

We are committed to be a City that will attract and retain business investment, create employment, diversify the economy and broaden the tax base.

Objective: Work collaboratively with the Niagara Region and other municipal economic development departments in the Region to develop a joint economic development action plan.
Infrastructure is critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services. We are committed to ensure that investments in infrastructure maximize benefits, reduce risk, and provide satisfactory levels of service to the public.

Objective: Operate, maintain and upgrade the City’s infrastructure and other assets in an affordable, reliable, environmentally sustainable and integrated way

Key Actions:

- Implement a Preventative Maintenance Program for all City Facilities
- Develop a plan for the replacement of the Municipal Works Service Centre
- Complete the WEGO Transportation System Facility
- Complete the LED Street Lighting Study, and make recommendations on the replacement of lighting infrastructure city-wide
Infrastructure Sustainability

Infrastructure is critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services. We are committed to ensure that investments in infrastructure maximize benefits, reduce risk, and provide satisfactory levels of service to the public.

Key Actions (continued):

- Ensure sufficient infrastructure capacity is available to accommodate commercial and industrial employment growth forecasts.
- Review gaps in broadband/ fiber optic connectivity so businesses can operate on a global platform.
- Address basement flooding issues in flood prone areas of the City.
- Continue the implementation of the Cemeteries Business Plan.
- Continue the implementation of the Strategic Plan for the Provision of Parks, Recreation, Arts & Culture including development of the City-wide trail system.
Infrastructure Sustainability

Infrastructure is critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services. We are committed to ensure that investments in infrastructure maximize benefits, reduce risk, and provide satisfactory levels of service to the public.

Key Actions (continued):

• Develop and implement a strategy for reducing non-revenue water losses and establish a program for water meter replacement, using best practices
• Work in close cooperation with the Niagara Region to complete critical infrastructure projects such as;
  – Low Lift Pump Station Upgrade and Storage Facility
  – Thorold Stone Road Extension – Phase 1 and 2
  – Stanley Avenue Road Reconstruction Project
  – Water Loss/Water Balance Project
  – Railway Relocation Study
  – Mewburn Road Bridge Replacement
  – Bridge Street Re-construction
Financial Stability

Objective: Develop Asset Management Plans that Prioritize Projects based on need

Objective: Sustain long-term fiscal health and administrative effectiveness through responsible financial stewardship and robust internal administrative structures and processes

Key Actions:
- Establish utility rates that ensure long-term sustainability of infrastructure investment
- Review fee-for-service and grant arrangements for community groups and agencies
- Rationalize City-owned assets
- Develop a risk management framework
- Implement a debt management plan
- Develop a strategy to maximize non-tax revenue

We are committed to being financially responsible to the residents of Niagara Falls by practicing prudent fiscal management of existing resources, and by making sound long-term choices that allow core City programs and services to be sustainable now and into the future.
Convenient, Accessible
And Sustainable Transportation
Convenient, Accessible,& Sustainable Transportation

We are committed to employing a safe, accessible, convenient, integrated and fiscally responsible transportation system that provides realistic travel options to the auto, thereby, creating a City that is truly accessible to locals and visitors.

Objective: Make Transit Services an environmentally and convenient choice that connects people to destinations, locally, regionally and provincially

Objective: Ensure "Barrier Free" accessibility
We are committed to employing a safe, accessible, convenient, integrated and fiscally responsible transportation system that provides realistic travel options to the auto, thereby, creating a City that is truly accessible to locals and visitors.

Objective: Develop a Strategy to Address Rail Crossings in Urban Niagara Falls
Convenient, Accessible, & Sustainable Transportation

We are committed to employing a safe, accessible, convenient, integrated and fiscally responsible transportation system that provides realistic travel options to the auto, thereby, creating a City that is truly accessible to locals and visitors.

Objective: Provide a convenient, cost effective and customer friendly parking system based on the User Pay Philosophy
We are committed to employing a safe, accessible, convenient, integrated and fiscally responsible transportation system that provides realistic travel options to the auto, thereby, creating a City that is truly accessible to locals and visitors.

Objective: Encourage multi-modal travel and active transportation initiatives, and enhance motorist, cyclist and pedestrian safety.
Customer Service Excellence

The efficient handling of customer inquiries and issues and the provision of information to the public, through collaborative efforts of staff, is fundamental to customer satisfaction. We are committed to achieve excellence in customer service satisfaction and to actively promote citizen engagement.

Objective: Deliver service excellence that reflects a customer-oriented culture and enhances the service experience for the public

Objective: Integrate Corporate Values into all Human Resources systems – recruitment, hiring, promotion, training priorities, and leadership development
Customer Service Excellence

The efficient handling of customer inquiries and issues and the provision of information to the public, through collaborative efforts of staff, is fundamental to customer satisfaction. We are committed to achieve excellence in customer service satisfaction and to actively promote citizen engagement.

STRATEGIC PRIORITIES

2015-2018

Objective: Continue to implement the City’s Corporate Communications Plan

Objective: Simplify and increase public access to City information, programs and services

Objective: Ensure meaningful public involvement that respects the contribution of our residents and businesses

E-NEWS

CITY NEWS EVENTS DEVELOPMENTS CITY COUNCIL ALERTS

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Organizational Efficiency
And Effectiveness
Organizational Efficiency & Effectiveness STRATEGIC PRIORITIES 2015-2018

We are committed to being efficient and effective in our delivery of municipal services and use of resources, and accountable to our citizens and stakeholders.

Objective: Prepare program and service specific strategies to improve effectiveness and efficiency

Objective: Ensure that governance structures are appropriate and effective

Objective: Develop a Talent Management Strategy that emphasizes employee development and engagement, and addresses the aging City workforce

Objective: Reduce the Municipality’s carbon footprint
Healthy and Safe Community
Healthy and Safe Community

We are committed to supporting a high quality of life and contributing to the well-being of residents and visitors by ensuring a healthy, safe, and secure community.

Objective: Expedite the establishment of the New Niagara Hospital through the Planning and Development Processes

Objective: Advocate for and facilitate improved health care delivery in Niagara Falls
Healthy and Safe Community

We are committed to supporting a high quality of life and contributing to the well-being of residents and visitors by ensuring a healthy, safe, and secure community.

Objective: Provide Fire Services that meet legislated requirements and provide adequate facilities and resources to address the needs of our community.

Key Actions:
- Ensure legislated requirements for fire and life safety are met
- Ensure adequate resources are available for emergency response
- Ensure adequate facilities are available for emergency response and training
- Ensure timely emergency response throughout Niagara Falls.
A Vibrant and Well Planned City
We are committed to building and promoting a vibrant, sustainable city that supports an active, connected, and creative community.

Objective: Implement the City’s Strategic Plan for the provision of Parks, Recreation, Arts and Culture, and the Culture Master Plan

Key Actions:
- Continue to implement the recommendations from the 2007 Strategic Plan for the Provision of Parks, Recreation, Arts and Culture
- Coordinate a Ten Year (2017 – 2027) Recreation and Culture Strategic Plan
- Continue to implement the Battleground Master Plan
- Continue to develop a strategy for the revitalization of the Niagara Falls Farmers Market
A Vibrant & Well Planned City

We are committed to building and promoting a vibrant, sustainable city that supports an active, connected, and creative community.

Objective: Foster culture as a key contributor to attracting talent, providing quality of life and supporting creative businesses
We are committed to building and promoting a vibrant, sustainable city that supports an active, connected, and creative community.

Objective: Review and update plans and policies to provide streamlined, contemporary directions for planning and development