



CITY OF NIAGARA FALLS

Strategic Priorities

2019 - 2022





Niagara Falls ... A Great City, For Generations To Come!

VISION

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.

Corporate Values & Charter

The City of Niagara Falls is committed to enhancing the quality of life of, and service to, its customers through a corporate culture that embraces and rewards our core values of:

LEADERSHIP

- Everyone takes the lead. We are professional, progressive, and knowledgeable leaders in our field. We achieve our vision, mission, and goals by empowering staff, by entrusting our team, and by role modeling behaviours that others will choose to follow.

TEAMWORK

- All for one. We collaborate and cooperate with each other in an open, trusting and truthful fashion, enabling us to build consensus, share information, and achieve our goals.

RESPECT

- Give and you shall receive. We value the rights and opinions of every person and ensure that everyone is treated with dignity, honesty, and fairness. We act with integrity and treat others as we want to be treated.

ACCOUNTABILITY

- Do the right thing. We are responsible and timely in our actions and commitments. We act with integrity and continuously strive for excellence in the delivery of service to our customers.

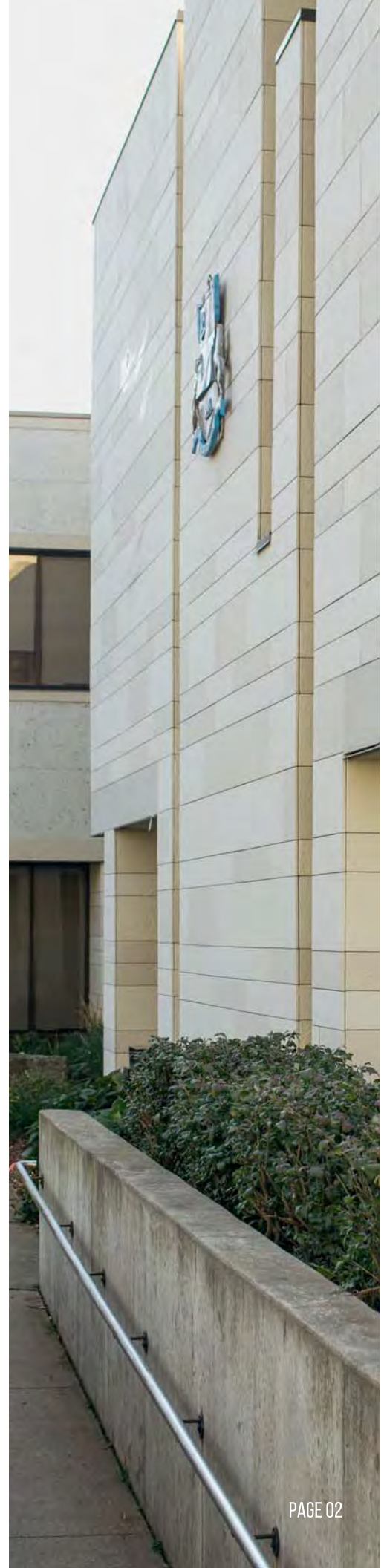
We Believe ...

...that people are our most important resource and essential in striving for the Corporations' mission and common goal of excellence in customer service. Our City Council, staff, and volunteers are committed to working together and demonstrating the highest standards of service and individual conduct.

...that core corporate values are critical to our success and essential to the way we work on a daily basis. Our shared values are the guiding principles for the organization.

Our Corporate Values ...

...will influence the way the organization works, how staff and customers are treated, and how people work with each other, inside and outside the organization.



The Strategic Plan



Niagara Falls City Council is committed to demonstrating leadership in each key area of strategic focus, working together with transparency, providing our residents a clear view of where we are going, and providing tangible measures of our progress along the way.

The Strategic Priorities concentrate on addressing the pressures we are facing, getting the most out of the opportunities in front of us , and unlocking the full potential of our community.

The priorities will provide the focus of this Council term and direct the allocation of resources through the budget process.

ALIGNMENT WITH SUPPORTING PLANS AND DOCUMENTS

The vision, goals and objectives within this strategic plan will be integrated into the city's existing organizational structures and policy frameworks. To that end, all other city plans will be required to demonstrate alignment with the strategic plan. Further, all staff reports to Council will demonstrate this alignment and refer to the specific goals and objectives achieved.

PERFORMANCE MEASURES

In order to understand how successful the City is in meeting set outcomes, City Council has established performance measures. Measures provide evidence that the City is making progress in achieving set outcomes.

The Strategic Structure

VISION

SETS THE DIRECTION FOR OUR FUTURE

VALUES

CORE VALUES
INFLUENCE ALL
ACTIONS

GUIDING PRINCIPLES

PRINCIPLES WHICH
THE ORGANIZATION
UPHOLDS IN SERVING
THE PUBLIC

STRATEGIC PRIORITIES

KEY PRIORITY AREAS FOR THE
CITY TO PURSUE DURING THIS
COUNCIL TERM

STRATEGIC OBJECTIVES

OUTCOMES THE CITY WANTS
TO ACHIEVE UNDER EACH OF
STRATEGIC AREAS

STRATEGIC INITIATIVES

ACTIONS THE CITY WILL TAKE
TO ACHIEVE ITS OBJECTIVES

The Priority Development Process



THE 2019-2022 CITY OF NIAGARA FALLS STRATEGIC PRIORITIES WERE DEVELOPED THROUGH A THOROUGH REVIEW OF:

- Outstanding priorities from Council's 2015-2018 Strategic Priorities document
- City Councillors' election platform material
- Council member input from the November 27, 2018 Educational Session on Strategic Priorities
- Results from the Imagine 2030 public survey, that took place from November 15th to December 7th 2018, with engagement that included:
 - 7 pop-up sessions across the City
 - In-person engagement at Volunteer Recognition Night and with the Mayor's Youth Advisory Committee
 - Online survey engagement that generated over 475 responses
- Results from the Imagine 2030 staff survey, that took place In December 2018 through 6 Town Hall events across the Corporation, survey cards, and online engagement that yielded 55 responses
- City Senior Staff input discussed in individual meetings with Directors, and at a session held on Wednesday, October 24th to discuss Strategic Priorities
- City of Niagara Falls supporting documents and plans
- Local, regional and provincial plans and trends, including the Niagara Region Strategic Plan
- Draft recommendations and guiding principles from the KPMG Organization Review

Guiding Principles



THE CITY OF NIAGARA FALLS IS COMMITTED TO APPLYING THE FOLLOWING GUIDING PRINCIPLES TO SHAPE DECISION-MAKING, POLICY DEVELOPMENT AND RESOURCE ALLOCATION:

- We are customer driven and measure service standards to ensure high quality customer service
- We are fiscally responsible and accountable, and manage debt effectively
- We explore innovative solutions, investigate leading-edge smart technologies, and consider partnerships in our delivery of service
- We explore alternative processes and modes of delivery to achieve new efficiencies
- We use public engagement to collect diverse perspectives and to act fairly, responsibly and equitably on behalf of our residents
- We strive for environmental sustainability and stewardship to safeguard future generations
- We create positive and inspiring work environments to attract and retain top talent
- We identify challenges and opportunities that transcend jurisdictional boundaries
- We work as an integrated, collaborative team
- We strive to be an agile and vibrant organization, responsive to change

Municipal Service Delivery

Municipal Services in Niagara Falls are provided by two tiers of government. The Region of Niagara is the "upper tier" and the City of Niagara Falls is the "lower tier". Common services provided by each level are outlined below:



City of Niagara Falls

- Arts, culture and museums
- By-law enforcement
- Cemeteries
- Economic development
- Fire services
- Local roads
- Parks and recreation, senior centres
- Planning new community developments and enhancing existing neighbourhoods
- Provincial offences administration
- Public transit
- Snow removal (local roads)
- Tax collection
- Wastewater system maintenance
- Water quality and distribution



Region of Niagara

- Ambulance services
- Housing services
- Police services
- Regional roads
- Snow removal (regional roads)
- Social services
- Waste collection and recycling
- Water treatment and supply
- Wastewater collection and treatment



Supporting Documents

BUSINESS DEVELOPMENT

- CIP's for Downtown, Historic Drummondville, Lundy's Lane, Brownfields, Niagara Economic Gateway Zone

CLERKS

- Procedural By-Law

COMMUNICATIONS

- Community Engagement Framework
- MyCity Niagara Falls Brand Standards

FINANCE

- Debt Management Plan
- Purchasing Policy
- Development Charges Study

FIRE

- Emergency Civil Protection Act
- Fire Protection & Prevention Act (FPPA)
- City of Niagara Falls Emergency Plan
- Provincial Offences Act

HUMAN RESOURCES

- Respect in the Workplace (Harassment Prevention Policy)
- Code of Conduct
- Workplace Violence Prevention Policy/Program
- Integrated Accessibility Standards (AODA)
- Regulation
- AODA Accessible Customer Service Standard
- Regulation
- Code of Ethics/Conduct
- Customer Service Standards

RECREATION & CULTURE

- Update for Strategic Plan for Parks, Recreation, Arts & Culture
- Culture Plan
- Heritage Master Plan

PLANNING, BUILDING & DEVELOPMENT

- Official Plan and Zoning By-Law
- Site Plan Control Policy
- Secondary Plans for Downtown Niagara Falls:
 - GO Transit Station, Grand Niagara, Thundering Waters, Riverfront OPA
- Brownfield Redevelopment Strategy
- Provincial Places to Grow – Growth Plan
- Ontario Building Code
- Streetscape Master Plans
- Building Code Act
- Building By-law
- Preventative Maintenance Plans

MUNICIPAL WORKS

- Master Drainage Plan
- Drinking Water Quality Management Plan
- Asset Management Plan
- Pollution Prevention Control Plan
- Woodland Management Plan
- Tennis and Basketball Service Delivery Review
- Trails and Bikeways Plan

TRANSPORTATION SERVICES

- Transportation Master Plan "Transportation Beyond Tomorrow 2031"
- Transit Strategic Business Plan & Ridership Growth Strategy
- Parking Rate Strategy

2019-2022 Strategic Priorities



Vibrant & Diverse
Economy



Intelligent &
Innovative City



Diverse &
Affordable Housing



Convenient &
Accessible
Transportation



Responsible &
Transparent Financial
Management



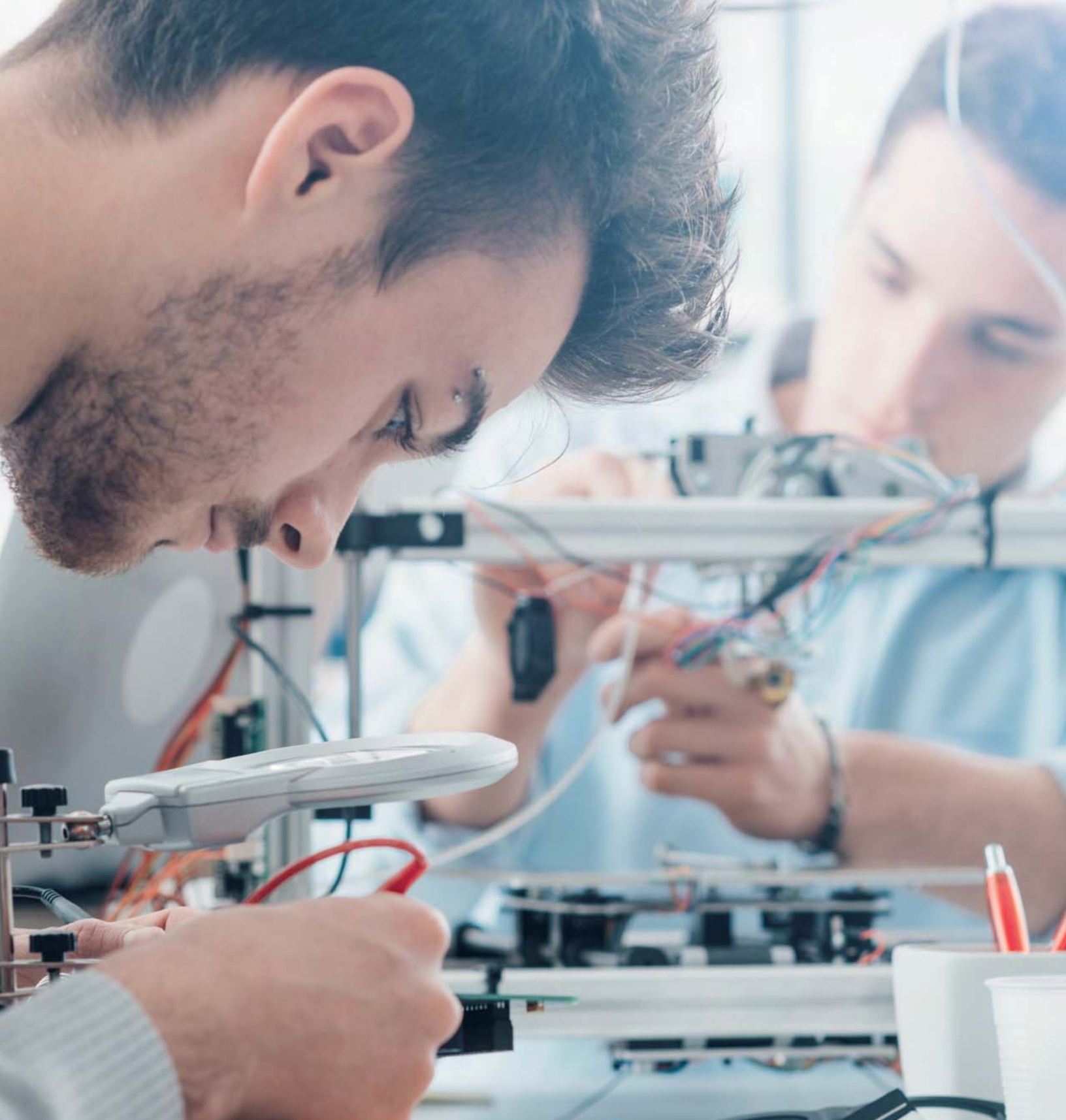
Strong &
Resilient
Infrastructure



Engaging & Accountable
Government



Healthy, Safe &
Livable Community



Vibrant & Diverse Economy

We are committed to being a city that creates a diverse economy, and a vibrant, welcoming environment that attracts families, high quality jobs, investment and entrepreneurship.



Vibrant & Diverse Economy

WE ARE COMMITTED TO BEING A CITY THAT CREATES A DIVERSE ECONOMY, AND A VIBRANT, WELCOMING ENVIRONMENT THAT ATTRACTS FAMILIES, HIGH QUALITY JOBS, INVESTMENT AND ENTREPRENEURSHIP.

OBJECTIVES

- Position the City as a preferred location for investment and global opportunities
- Continue to enhance Niagara Falls' position as Ontario's premier resort gaming and tourism destination
- Promote and support job creation through a dynamic, innovative and diverse local economy
- Support economic growth and development through streamlined business practices to meet both local and city wide priorities
- Ensure an adequate supply of accessible industrial and employment lands
- Promote vibrant downtown cores by encouraging partnerships, and providing development incentives, that help to create a range of unique, exciting destinations and activities
- Use transportation to assist in the movement of people for employment, and global investment
- Create opportunities to attract and retain young families, youth and newcomers
- Review and update plans and policies to provide streamlined, contemporary directions for planning and development
- Use education, technology and entrepreneurship to leverage community assets and drive job creation

Vibrant & Diverse Economy

POSITION THE CITY AS A PREFERRED LOCATION FOR INVESTMENT AND GLOBAL OPPORTUNITIES

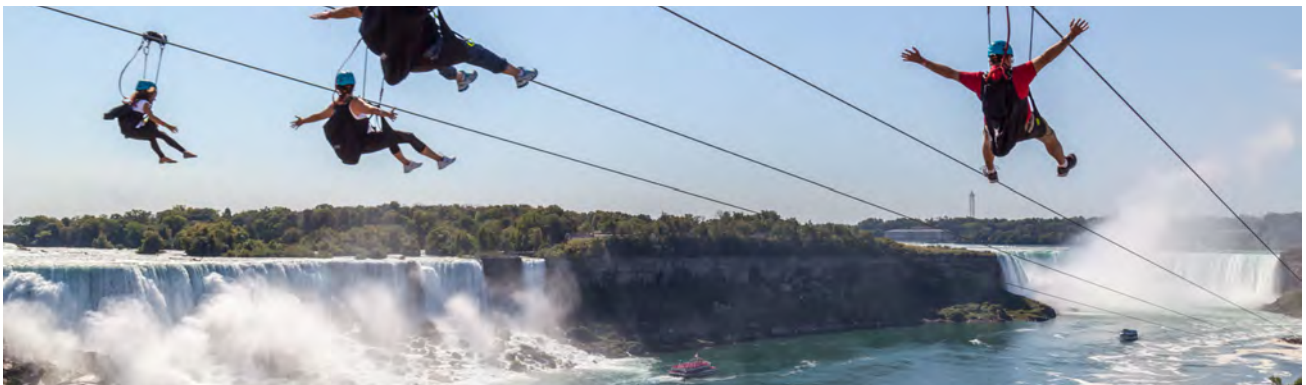
- Capitalize on Niagara's global brand recognition
- Create and promote an Immigration Strategy to attract highly skilled newcomer families and international students
- Use the Foreign Trade Zone Designation to act as catalyst for continued cross border business opportunities
- Create a strategy to develop a smart medical business park adjacent to new hospital to attract global talent and technologies

CONTINUE TO ENHANCE NIAGARA FALLS' POSITION AS ONTARIO'S PREMIER RESORT GAMING & TOURISM DESTINATION

- Work with the new casino operators and tourism stakeholders to make further investments to increase the workforce, drive more and longer visitation, and enhance destination profile
- Leverage the new theatre to drive new tourism infrastructure and amenities
- Work with stakeholders to establish a traffic & pedestrian management plan in the tourist core to mitigate traffic congestion on event nights

PROMOTE AND SUPPORT JOB CREATION THROUGH A DYNAMIC, INNOVATIVE AND DIVERSE LOCAL ECONOMY

- Prepare an Economic Diversification Strategy that identifies new sector opportunities to build upon the City's successful tourism industry, and guide the future of Niagara Falls' economy
- Use Economic Gateway and Municipal Employment Gateway Incentives to attract businesses to locate and expand in Niagara Falls
- Leverage and enhance land uses resulting from improved transportation connectivity around GO Train
- Compliment Niagara South Hospital with plans to develop a medical business park



Vibrant & Diverse Economy



SUPPORT ECONOMIC GROWTH AND DEVELOPMENT THROUGH STREAMLINED BUSINESS PRACTICES TO MEET BOTH LOCAL AND CITY WIDE PRIORITIES

- Explore creating a city wide Development Permitting System to create efficiencies for private sector investment
- Use a Customer Relationship Management program to track business trends and expedite responses to businesses challenges
- Streamline development services for expedited permits to enhance the private sector business investment experience
- Implement technology to create operational efficiencies, and accessible data that are customer and community centric

ENSURE AN ADEQUATE SUPPLY OF ACCESSIBLE INDUSTRIAL AND EMPLOYMENT LANDS

- Create an Industrial Land Strategy to plan for future employment land needs
- Purchase and service industrial land proactively to support local and international investment and create jobs
- Complete development of the Montrose Business Park



Vibrant & Diverse Economy

PROMOTE VIBRANT DOWNTOWN CORES BY ENCOURAGING PARTNERSHIPS, AND PROVIDING DEVELOPMENT INCENTIVES, THAT HELP TO CREATE A RANGE OF UNIQUE, EXCITING DESTINATIONS AND ACTIVITIES

- Create a strategy with incentives to support the redevelopment of the Greater Niagara General Hospital site
- Implement Downtown CIP Strategy and GO Train Secondary Plan to generate private investment and redevelopment opportunities
- Create an innovation district strategy with incentives for small business and entrepreneurship directly in downtown
- Use the new Culture Hub and Market development as a catalyst for Main & Ferry revitalization opportunities
- Update CIP funding initiatives in conjunction with Regional programs

USE TRANSPORTATION TO ASSIST IN THE MOVEMENT OF PEOPLE FOR EMPLOYMENT, AND GLOBAL INVESTMENT

- Continue to strengthen Inter-municipal transit to assist in the movement of people through the Niagara Region
- Support and promote full day year round hourly GO Train service for transportation connectivity
- Advocate for high-speed rail from Toronto-New York
- Promote and leverage the Niagara District Airport

CREATE OPPORTUNITIES TO ATTRACT AND RETAIN YOUNG FAMILIES, YOUTH AND NEWCOMERS

- Create an Affordable Housing Strategy along with appropriate zoning and By-Law requirements to drive increased affordable residential development
- Promote and enhance career opportunities to attract young wealth creators and highly skilled professionals

Vibrant & Diverse Economy

CREATE OPPORTUNITIES TO ATTRACT AND RETAIN YOUNG FAMILIES, YOUTH AND NEWCOMERS ... continued

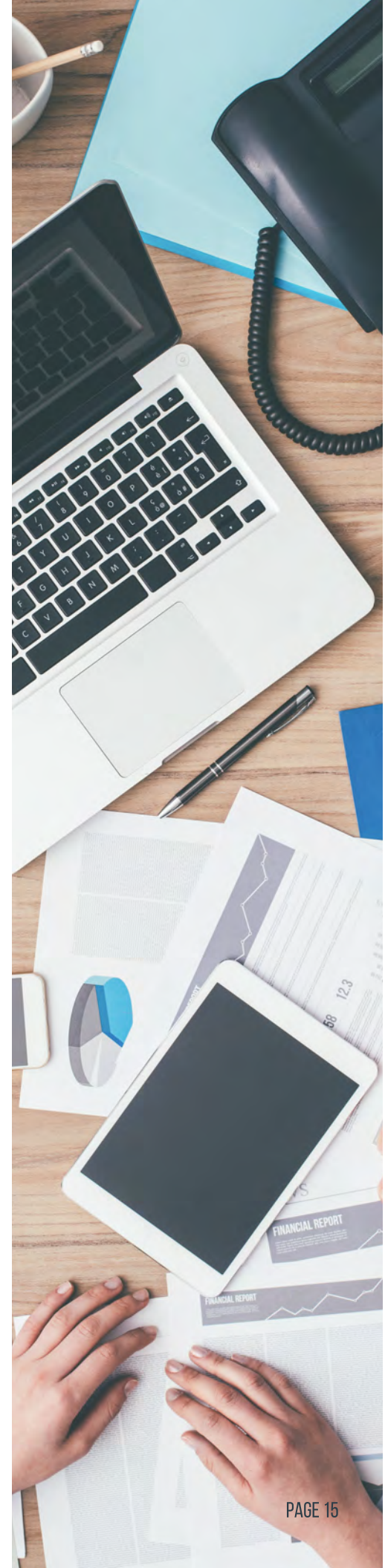
- Develop Niagara Falls-Ryerson Innovation Hub as catalyst for youth retention, diversification and redevelopment investment opportunities
- Support development of the Cultural Hub to leverage local cultural capital and enhance the creative capacity, cultural engagement and vibrancy of the area

REVIEW AND UPDATE PLANS AND POLICIES TO PROVIDE STREAMLINED, CONTEMPORARY DIRECTIONS FOR PLANNING AND DEVELOPMENT

- Update zoning to provide Single Room Occupancy (SRO) housing units
- Refine Industrial zoning to reflect Provincial D-6 Guidelines and contemporary zoning standards
- Initiate employment zoning for Niagara South Hospital area
- Streamline site planning processes for small business, commercial and industrial zones
- Continue refinements to Official Plan for growth

USE EDUCATION, TECHNOLOGY AND ENTREPRENEURSHIP TO LEVERAGE COMMUNITY ASSETS AND DRIVE JOB CREATION

- Continue to utilize Niagara Falls Ryerson Innovation Hub as a catalyst for entrepreneurial excellence in Niagara Falls to drive start-ups
- Create partnerships with local educational institutions to enhance programming and expand education to downtown Niagara Falls through SPARK
- Create a pilot project from the Intelligent Community Plan.
- Plan in the downtown district to enhance the innovation district, education, downtown redevelopment, and GO Train visitor experience



Performance Indicators

VIBRANT & DIVERSE ECONOMY



How We Will Measure Our Success

- Supply of developable land within city limits
- New construction activity value
- Building permits issued
- Timelines for approval
- Starter Company applications
- Number of business related seminars held
- New business consultation
- Number of clients who have started businesses
- Number of businesses currently incubating at NFRIH



Intelligent & Innovative City

We are committed to embracing technology and innovation to make municipal government more effective and efficient, and to improve residents' lives through digital equity.



Intelligent & Innovative City

WE ARE COMMITTED TO EMBRACING TECHNOLOGY AND INNOVATION TO MAKE MUNICIPAL GOVERNMENT MORE EFFECTIVE AND EFFICIENT, AND TO IMPROVE RESIDENTS' LIVES THROUGH DIGITAL EQUITY.

OBJECTIVES

- Build a connected city that links all of its residents, stakeholders, investors, and partners to improve quality of life, support economic development efforts and improve service
- Grow existing business and attract new investment through new and emerging technologies
- Utilize technology and innovation to improve the quality of life for Niagara Falls residents

Intelligent & Innovative City



BUILD A CONNECTED CITY THAT LINKS ALL OF ITS RESIDENTS, STAKEHOLDERS, INVESTORS, AND PARTNERS TO IMPROVE QUALITY OF LIFE, SUPPORT ECONOMIC DEVELOPMENT EFFORTS AND IMPROVE SERVICE

- Introduce a new Intelligent Community Plan (ICP), supported by an action plan, that describes our smart city strategy
- Develop and implement a city-wide broadband strategy in partnership with community stakeholders that will capitalize on existing infrastructure, attract and grow the creative economy and complement Niagara Falls' selection as a "Smart21" community
- Continue to support and build our broadband network through Niagara Regional Broadband Network (NRBN) to lay the foundation for local residents, governments, and organizations to come together, attract new businesses, and keep young people in the community
- Include information and communication technology infrastructure (ie. conduit for fibre) to form part, where appropriate, of municipal infrastructure, public facilities, public spaces and mobility services



Intelligent & Innovative City

GROW EXISTING BUSINESS AND ATTRACT NEW INVESTMENT THROUGH NEW AND EMERGING TECHNOLOGIES

- Incubate and accelerate technological innovation through the Niagara Falls Ryerson Innovation Hub and SPARK Innovative Educational Centre with a commitment to retaining, attracting, and supporting creative startups and entrepreneurial talent from across Ontario, Canada, and the world
- Encourage the integration of new technologies within the new South Niagara Hospital as a catalyst for the development of a technology cluster, and resulting economic diversification in Niagara Falls

UTILIZE TECHNOLOGY AND INNOVATION TO IMPROVE THE QUALITY OF LIFE FOR NIAGARA FALLS RESIDENTS

- Improve digital equity to ensure all residents and neighborhoods have the information technology capacity needed for civic and cultural participation, employment, lifelong learning, and access to essential services
 - Continue to extend WiFi service to City facilities and community parks
- Provide customer-centric public services that leverage digital infrastructure to enhance the experience, and give residents and businesses better access to information

Intelligent & Innovative City

UTILIZE TECHNOLOGY AND INNOVATION TO IMPROVE THE QUALITY OF LIFE FOR NIAGARA FALLS RESIDENTS ... continued

- Provide convenient access to municipal information and analytics tools to residents, businesses, and visitors to the city
 - Enhance MyCity Dashboard with more modules
- Facilitate open government by using technology that will make the city more transparent and inclusive to encourage the participation and involvement of all stakeholders
 - Let's Talk Niagara Falls
 - Electronic bidding
- Expand Municipal Open Data initiatives and make more municipal data open to all residents and businesses, in accordance with the Municipal Freedom of Information and Protection of Privacy Act
 - Engage technology partners to leverage data insights in order to develop new programs and tools benefiting the community
- Identify opportunities for municipal technological advancement to enable data driven decision making
 - Collaborate with NRBN to enhance our technology choices
 - Find innovative technological solutions to municipal challenges through the Niagara Falls Ryerson Innovation Hub
 - Participate in pilot/proof of concept opportunities
- Explore and implement Smart City solutions to enable City services and Internet of Things (IoT), for example, traffic signal coordination, leak detection and road weather sensors
- Spark innovation at the municipal level through City Innovation Teams to engage staff in advancing operational performance by researching and implementing innovative techniques, technologies, products and ways of operating in order to improve results and lead progressive change



Performance Indicators

INTELLIGENT & INNOVATIVE CITY



How We Will Measure Our Success

- Number of innovative ideas submitted by employees/community
- Kilometres of conduit installed
- Number of active projects and pilot projects
- Fibre network expansion
- Number of public WiFi zones
- Number of registered users of MyCity Dashboard
- Number of open data sources



Diverse & Affordable Housing

We are committed to addressing the need for quality and affordable housing as a necessary component of a city in which people want to live and invest.



Diverse & Affordable Housing

WE ARE COMMITTED TO ADDRESSING THE NEED FOR QUALITY AND AFFORDABLE HOUSING AS A NECESSARY COMPONENT OF A CITY THAT PEOPLE WANT TO LIVE AND INVEST.

OBJECTIVES

- Promote a strong and diverse housing market that includes affordable and accessible housing choices for all residents
- Work with the Niagara Region to reduce homelessness

Diverse & Affordable Housing

PROMOTE A STRONG AND DIVERSE HOUSING MARKET THAT INCLUDES AFFORDABLE AND ACCESSIBLE HOUSING CHOICES FOR ALL RESIDENTS

- Prepare a comprehensive housing strategy that will establish an integrated and strategic approach to enhance Niagara Falls' capacity to address housing mix and availability across the continuum to meet housing needs
- Finalize or establish appropriate policies, regulations and licensing for the following:
 - Vacation rental units and Bed and Breakfasts
 - Single room occupancy units in existing motels and hotels
 - Licensing By-law to permit rental of 3 bedrooms in a house as Bed & Breakfast
- Promote secondary dwelling units in homes
- Work with private sector, senior government, school boards and non-profits to facilitate the delivery of new affordable housing units on both City-owned and third party land
- Use infill opportunities for multi-family development to diversify housing composition and affordability in existing neighbourhoods
- Incentivize development of affordable rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing
- Work with local post-secondary institutions to address the student housing issues in the City
- Design complete neighbourhoods by meeting the needs of people of all ages, incomes and abilities, allowing for aging in place and accessibility to amenities, facilities and services



Diverse & Affordable Housing



WORK WITH THE NIAGARA REGION TO REDUCE HOMELESSNESS

- Advocate at the Regional and Provincial level for individuals and families experiencing homelessness, or at risk of homelessness, to achieve housing stability
- Work with Niagara Region Public Health and community agencies who assist and provide individuals with health support services (ie mental illness and addictions)
- Leverage and improve collaboration with other agencies to address homelessness, and poverty issues through support of initiatives like cold weather emergency shelter
- Continue to collaborate with Niagara Region in the implementation of their Housing & Homelessness Action Plan

Performance Indicators

DIVERSE & AFFORDABLE HOUSING




How We Will Measure Our Success

- Affordable housing unit inventory for Niagara Falls
- Housing vacancy rates
- New affordable housing unit starts



Convenient & Accessible Transportation

We are committed to a safe, accessible, convenient, integrated and fiscally responsible transportation network, accessible to locals and visitors.

A photograph of a Niagara Falls Transit bus and a park bench. The bus is blue and white with "niagarafallstransit" written on its side. In the foreground, there is a dark metal park bench with a curved backrest. The background shows green foliage and a building.

Convenient & Accessible Transportation

WE ARE COMMITTED TO A SAFE, ACCESSIBLE, CONVENIENT, INTEGRATED AND FISCALLY RESPONSIBLE TRANSPORTATION NETWORK, ACCESSIBLE TO LOCALS AND VISITORS.

OBJECTIVES

- Participate in regionalizing the Niagara District Airport to leverage capital investment opportunities
- Link Niagara Falls with the Greater Toronto Area (GTA) through regular GO train service
- Connect municipalities region wide for work, education and leisure opportunities
- Improve local and visitor public transit through service enhancements
- Continue to protect the Grand Boulevard right of way
- Ensure traffic flow throughout the city is safe and optimal
- Provide a convenient, cost effective and customer friendly parking system based on the user pay philosophy
- Strive to make walking, cycling and alternate travel choices available and sustainable

Convenient & Accessible Transportation

PARTICIPATE IN REGIONALIZING THE NIAGARA DISTRICT AIRPORT TO LEVERAGE CAPITAL INVESTMENT OPPORTUNITIES

- Continue to advocate for Regional responsibility for Niagara District Airport (NDA)
- Work with the Region to secure federal approval to extend the runway at Niagara District Airport to accommodate larger planes, and regular air service

LINK NIAGARA FALLS WITH THE GREATER TORONTO AREA (GTA) THROUGH REGULAR GO TRAIN SERVICE

- Work to enhance the level of service, bringing full day year-round hourly GO Train Service to Niagara Falls on an expedited schedule
- Implement the approved GO Station Secondary Plan design. This includes road, transit, public realm and active transportation options for the Bridge St. / GO Station area as identified in the approved Niagara Falls Transit Station Secondary Plan
- Create a welcoming, multi-modal transit hub at the VIA rail station site for our residents and visitors
- Work with the Region to plan and design the reconstruction of Bridge St. (Regional Road 43), which connects Victoria Avenue with the Thorold Stone Road extension, improving access to the GO train station
- Advance expedited planning approvals to encourage growth
- Rehabilitate Erie Avenue to provide an inviting connection to downtown Niagara Falls



Convenient & Accessible Transportation



CONNECT MUNICIPALITIES REGION WIDE FOR WORK, EDUCATION AND LEISURE OPPORTUNITIES

- Work with the other municipalities to establish a new governance model for delivery of integrated transit in Niagara Region
- Complete implementation of a consolidated inter-municipal transit system in partnership with the City of Niagara Falls, St. Catharines Transit Commission, the City of Welland, and the Region of Niagara that offers convenient and timely connections between municipalities
- Recognize and promote secondary benefits that come with a unified transit system; improved access to health care, improved access to job opportunities across municipalities, reduction in greenhouse gas emissions and reduction in congestion on major arteries
- Connect inter-municipal transit with GO train service, and local hospitals
- Ensure transit is safe, accessible, frequent and affordable, with routes and schedules matched to the needs of users in Niagara Falls



Convenient & Accessible Transportation

IMPROVE LOCAL AND VISITOR PUBLIC TRANSIT THROUGH SERVICE ENHANCEMENTS

- Complete recommended local transit service level enhancements and develop a Customer Service Hub at Dorchester/Morrison by 2022
- Update the Transit Service Plan to accommodate growth, and provide connectivity to the new hospital and the 5,000 seat event theatre on Stanley Avenue
- Undertake the WEGO Visitor Service Transportation Audit to review joint operations between the City and Niagara Parks
- Review partnerships with NPC for the operation of the WEGO Visitor Transportation System
- Improve transportation systems, making them more efficient and greener, using evolving technologies
- Update the Transportation Master Plan

CONTINUE TO PROTECT THE GRAND BOULEVARD RIGHT OF WAY

- Ensure direct connectivity between the casinos, tourist areas, the downtown and the GO/VIA Rail Station
- Develop a plan for the implementation of the pedestrian promenade (former CN Rail lands)

ENSURE TRAFFIC FLOW THROUGHOUT THE CITY IS SAFE AND OPTIMAL

- Undertake a city-wide study of transit signal prioritization and exploration of dedicated transit lanes

Convenient & Accessible Transportation

ENSURE TRAFFIC FLOW THROUGHOUT THE CITY IS SAFE AND OPTIMAL ... continued

- Complete the Core Area Transportation Management Plan to leverage existing infrastructure, facilities and technologies to facilitate safe movement of traffic and pedestrians
- Finalize a strategy to address rail crossings in urban Niagara Falls with potential alternatives to existing Canadian National Railway train operations in Niagara Falls
- Prepare Niagara Falls' transportation networks for autonomous vehicle technology and an increase in electric vehicles
- Develop on-board bus safety and security measures utilizing available technologies
- Undertake a pro-active approach to reviewing traffic safety and operational concerns

PROVIDE A CONVENIENT, COST EFFECTIVE AND CUSTOMER FRIENDLY PARKING SYSTEM BASED ON THE USER PAY PHILOSOPHY

- Update the Parking Strategy to maximize space availability and revenue generation
- Provide innovative parking management solutions

STRIVE TO MAKE ACTIVE TRANSPORTATION INCLUDING WALKING, CYCLING, AND ALTERNATE TRAVEL CHOICES, AVAILABLE AND SUSTAINABLE

- Enhance the multi-modal transportation network within the community and encourage greater pedestrian and cyclist use as per the Transportation Master Plan
- Continue to advance the City's Active Transportation Plan
- Coordinate a Complete Streets vision that includes on-road and off-road bike lanes, sidewalks, multi-use paths and trails, and a public transit system that are well connected throughout the city.



Performance Indicators

CONVENIENT & ACCESSIBLE TRANSPORTATION



How We Will Measure Our Success

- Percentage of upgraded/accessible bus facilities city-wide
- Percentage of all trips entering and leaving the city by inter-municipal transit
- Number of kilometres of bike lanes, trails and sidewalks
- Connectivity measure: The ability to go from one end of the city to the other on a multi-use trail
- Percentage of trails that are usable year round
- Increase in Transit ridership
- Sidewalk condition ratings
- Train activity
- Parking availability
- Number of Transit vehicle collisions



Responsible & Transparent Financial Management

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.

A photograph of the exterior of City Hall at 4310. The building features large glass windows and doors. The text "CITY HALL 4310" is visible on the glass. A sign on the left side of the entrance reads "Puisse la Paix Régner dans le Monde" and "May Peace Prevail On Earth". A sign on the right side of the entrance reads "INFORMATION" and "Monday - Friday 8:30 am - 4:30 pm". There are some plants and a large rock in the foreground.

Responsible & Transparent Financial Management

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.

OBJECTIVES

- Implement corporate-wide strategic asset management policies and plans that ensure sustainability of our assets and infrastructure
- Ensure fiscal accountability and fact-based decision-making
- Inform residents about how tax dollars are being spent through increased transparency in government spending, budgets and decision-making
- Sustain long-term fiscal health and administrative effectiveness through responsible financial stewardship and robust internal administrative structures and processes

Responsible & Transparent Financial Management

IMPLEMENT CORPORATE-WIDE STRATEGIC ASSET MANAGEMENT POLICIES AND PLANS THAT ENSURE SUSTAINABILITY OF OUR ASSETS AND INFRASTRUCTURE

- Prioritize asset and infrastructure investments through long range plans
- Prepare an updated State of Infrastructure report to identify spending gaps
- Complete an Asset Management Policy in 2019 and an Assessment Management Plan for core infrastructure by 2021
- Improve the coordination, sequencing and leveraging of the capital projects
- Ensure new infrastructure needed to support growth is paid for by new development through updates to the Development Charges By-law

ENSURE FISCAL ACCOUNTABILITY AND FACT-BASED DECISION-MAKING

- Investigate multi-year capital and operating budgets during this Council term
- Strike a budget working group to address high-level strategic budget and policy decisions, such as allocations of OLG funds to specific spending areas
- Review current funding and rates and fees models
- Develop a funding strategy for the City's contribution to the new Niagara South Hospital





Responsible & Transparent Financial Management

INFORM RESIDENTS ABOUT HOW TAX DOLLARS ARE SPENT THROUGH INCREASED TRANSPARENCY IN GOVERNMENT SPENDING, BUDGETS AND DECISION-MAKING

- Improve transparency around how Ontario Lottery & Gaming (OLG) contribution fund is utilized through an overview indicating how every dollar of our OLG contribution fund has been spent since 2013 on the City's website early in 2020
- Develop an spending allocation plan/policy for use of OLG funds
- Improve the budget engagement process through our public engagement platform's budget allocator tool, as one of many methods of engagement on the budget.
- Continue to monitor the new Municipal Accommodation Tax
- Ensure a transparent annual budget process

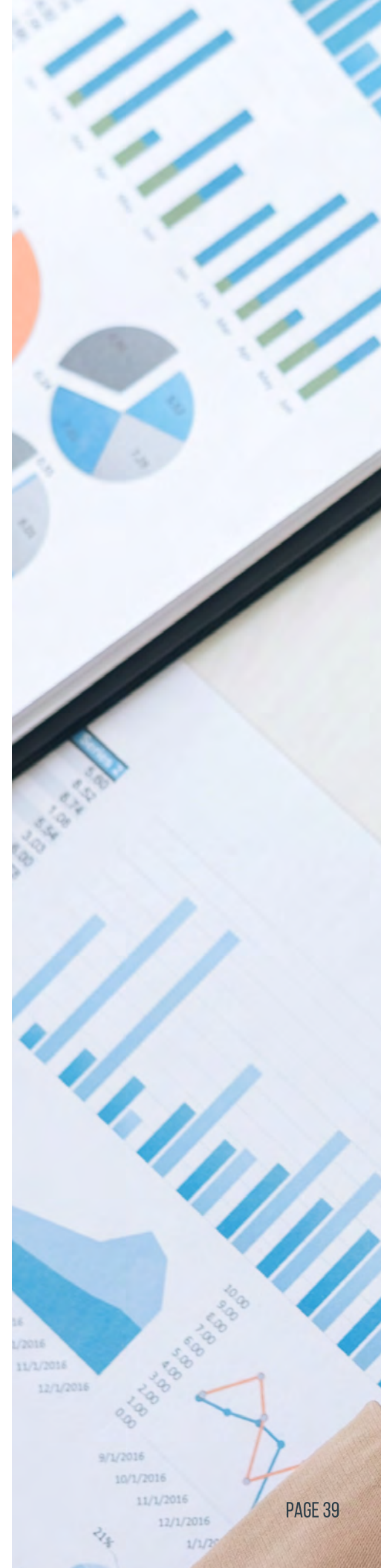
SUSTAIN LONG-TERM FISCAL HEALTH AND ADMINISTRATIVE EFFECTIVENESS THROUGH RESPONSIBLE FINANCIAL STEWARDSHIP AND ROBUST INTERNAL ADMINISTRATIVE STRUCTURES AND PROCESSES

- Focus procurement practices on achieving best value in a transparent way through the implementation of new procurement policies and an electronic bidding system

Responsible & Transparent Financial Management

SUSTAIN LONG-TERM FISCAL HEALTH AND ADMINISTRATIVE EFFECTIVENESS THROUGH RESPONSIBLE FINANCIAL STEWARDSHIP AND ROBUST INTERNAL ADMINISTRATIVE STRUCTURES AND PROCESSES ... continued

- Plan and manage debt through an updated debt management plan
- Proactively apply for public sector funding and pursue private sector partnerships as opportunities arise
- Update and create new financial policies



Performance Indicators

RESPONSIBLE & TRANSPARENT FINANCIAL MANAGEMENT



How We Will Measure Our Success

- Annual tax increases aligned with the long-term financial plans
- Municipal Accommodation Tax reporting
- Percentage of overall revenues collected through taxes
- Outstanding municipal debt reduction
- Debt service costs as a % of own revenues
- Debt per capita
- Reserve to debt ratio
- Number of users of e-billing options
- User fees as a percentage of overall revenues
- Tangible capital asset value



Strong & Resilient Infrastructure

We are committed to provide a strong and resilient infrastructure that ensures a high quality-of-life for Niagara Falls residents and provides the foundation needed to support a sustainable community.



Strong & Resilient Infrastructure

WE ARE COMMITTED TO PROVIDE A STRONG AND RESILIENT INFRASTRUCTURE THAT ENSURES A HIGH QUALITY-OF-LIFE FOR NIAGARA FALLS RESIDENTS AND PROVIDES THE FOUNDATION NEEDED TO SUPPORT A SUSTAINABLE COMMUNITY.

OBJECTIVES

- Prepare for our City's growth by ensuring infrastructure is planned and designed to meet the needs of residents, businesses and visitors today and in the future
- Design and build high-quality and long-lasting infrastructure to serve the community
- Maintain the City's built infrastructure in a reliable, environmentally friendly, and cost-efficient way
- Continually monitor and evaluate infrastructure age and condition to ensure financial sustainability of long-term plans for infrastructure renewal
- Consider changes to climate and societal influences in order to ensure infrastructure is resilient to withstand the demands of the future with minimal interruptions
- Work in close cooperation with partners such as the Niagara Region and Niagara Parks Commission to complete critical infrastructure projects

Strong & Resilient Infrastructure

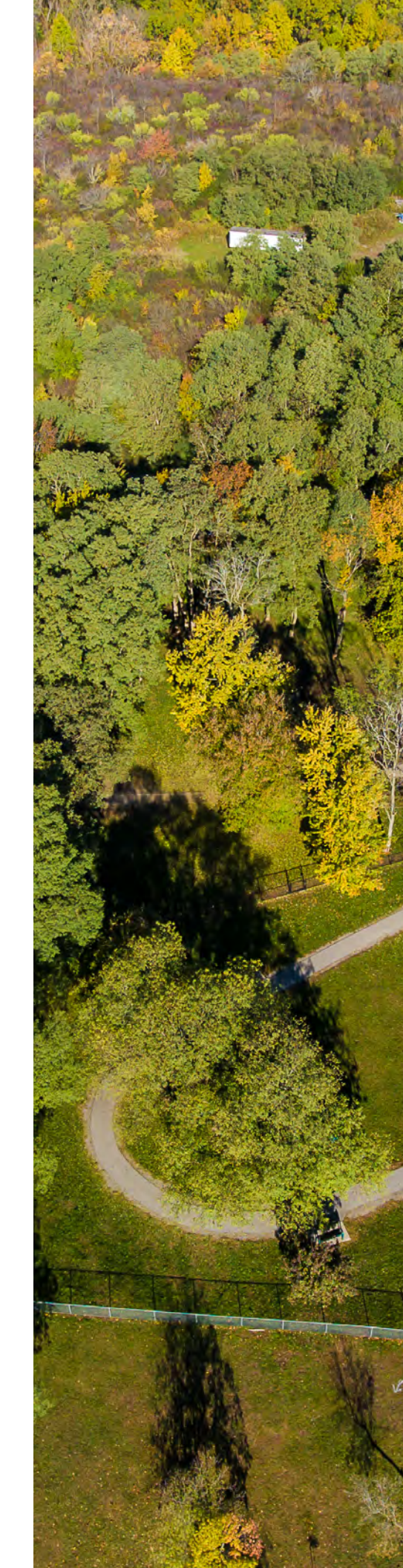


PREPARE FOR OUR CITY'S GROWTH BY ENSURING INFRASTRUCTURE IS PLANNED AND DESIGNED TO MEET THE NEEDS OF RESIDENTS, BUSINESSES AND VISITORS TODAY AND IN THE FUTURE

- Develop master plans for infrastructure servicing
- Develop and implement a strategy for reducing water losses and establish a program for water meter replacement, using best practices
- Implement the Pollution Control Plan Update Study recommendations
- Complete the Silvertown functional servicing study

DESIGN AND BUILD HIGH-QUALITY AND LONG-LASTING INFRASTRUCTURE TO SERVE THE COMMUNITY

- Update and consolidate the City's municipal standards
- Explore emerging technologies and best practices to build infrastructure better and cheaper, such as trenchless sewer rehabilitation and echelon paving
- Assess the condition, historical significance, long-term usefulness and viability of City facilities and buildings
 - Complete the Site Location Optimization Study for a new Service Centre
 - Undertake demolition of aging and unsustainable city owned buildings and structures
 - Address surplus city facilities
 - Create a Civic Campus around City Hall and the Wayne Thomson Building (4343 Morrison Street)



Strong & Resilient Infrastructure

MAINTAIN THE CITY'S BUILT INFRASTRUCTURE IN A RELIABLE, ENVIRONMENTALLY FRIENDLY, AND COST-EFFICIENT WAY

- Use new technologies and approaches to direct our infrastructure maintenance and repair dollars most wisely
- Continue to implement a preventative maintenance program for all city facilities
- Properly maintain City streets through programs such as the Weed Warriors and the Pothole program

CONTINUALLY MONITOR AND EVALUATE INFRASTRUCTURE AGE AND CONDITION TO ENSURE FINANCIAL SUSTAINABILITY OF LONG-TERM PLANS FOR INFRASTRUCTURE RENEWAL

- Ensure City infrastructure is in good condition through initiatives like the sewer condition CCTV program and the Niagara Falls State of Good Repair Program
- Undertake detailed investigations to identify where wet flows are entering the sewers and repair the leaks
- Undertake the Sanitary Network Condition Assessment
- Continue the South Niagara Falls Infiltration & Inflow Monitoring Study to identify and quantify sources of wet weather flow tributary to the High Lift Sewage Pumping Station

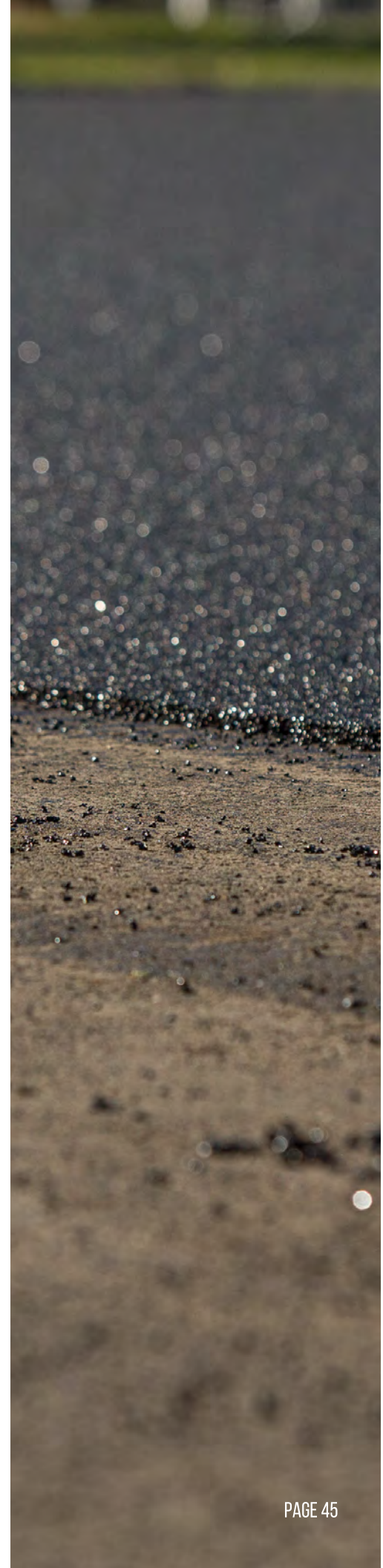
Strong & Resilient Infrastructure

CONSIDER CHANGES TO CLIMATE AND SOCIETAL INFLUENCES IN ORDER TO ENSURE INFRASTRUCTURE IS RESILIENT TO WITHSTAND THE DEMANDS OF THE FUTURE WITH MINIMAL INTERRUPTIONS

- Update the storm intensity-duration frequency relationship to determine new standard for storm sewer design
- Develop a Climate Change Adaptation Plan to understand the vulnerabilities, and manage impacts, risks, & opportunities posed by a changing climate
- Continue the WRAP program to assist with changing climate impacts to wet weather and basement flooding

WORK IN CLOSE COOPERATION WITH PARTNERS SUCH AS THE NIAGARA REGION AND NIAGARA PARKS COMMISSION TO COMPLETE CRITICAL INFRASTRUCTURE PROJECTS

- Extension of Thorold Stone Rd. (Regional Road 57) where it currently ends at the Gale Centre (Phase 1), further south to a roundabout at Victoria Avenue
- Niagara South Sewage Treatment Plant
- Reconstruction of Drummond and McLeod Roads
- Bridge Street Reconstruction and multi-modal hub initiatives and improvements
- Whirlpool Road Roundabout
- Montrose Road Environmental Assessment and improvements to service the Niagara South Hospital



Performance Indicators

STRONG & RESILIENT INFRASTRUCTURE



How We Will Measure Our Success

- Infrastructure deficit
- Pavement condition rating
- Bridge condition rating
- Drinking Water Compliance Rate
- Average age of water pipes
- Water loss
- Extraneous flows
- Frozen water services repaired
- Total lane KM of winter maintenance
- Total cost per lane KM of winter maintenance
- Trails developed (km)
- Sidewalk replaced (km/value)
- Watermains replaced in (km/value)
- Road reconstructed/resurfaced in (km/value)
- Roadway surface treated (km/value)



Engaging & Accountable Government

We are committed to being transparent and accountable to our residents, providing easy access to information, a great customer service experience and meaningful opportunities to participate in the democratic process.



Engaging & Accountable Government

WE ARE COMMITTED TO BEING TRANSPARENT AND ACCOUNTABLE TO OUR RESIDENTS, PROVIDING EASY ACCESS TO INFORMATION, A GREAT CUSTOMER SERVICE EXPERIENCE AND MEANINGFUL OPPORTUNITIES TO PARTICIPATE IN THE DEMOCRATIC PROCESS.

OBJECTIVES

- Develop and deliver a City of Niagara Falls talent management strategy, emphasizing employee development and engagement, with a focus on senior leadership succession planning and establishing a workforce planning approach
- Commit to being efficient and effective in our delivery of municipal services and use of resources, and accountable to our residents and stakeholders
- Promote open, transparent, accountable and collaborative leadership
- Deliver great customer service experiences to our residents, businesses, and visitors
- Communicate effectively with our residents, customers, partners, and stakeholders, involving them in decisions that impact and interest them, and engage them in public life
- Identify opportunities to improve municipal processes through a shared services model

Engaging & Accountable Government

DEVELOP AND DELIVER A CITY OF NIAGARA FALLS TALENT MANAGEMENT STRATEGY, EMPHASIZING EMPLOYEE DEVELOPMENT AND ENGAGEMENT, WITH A FOCUS ON SENIOR LEADERSHIP SUCCESSION PLANNING AND ESTABLISHING A WORKFORCE PLANNING APPROACH

- Prepare a Workforce Strategy focused on attracting and retaining good employees in a declining labour market
- Create a dynamic and flexible workplace that is adaptable to the changing needs of both current and future employees
- Undertake a staff training needs assessment for the corporation
- Make strategic decisions about our long-term space needs to accommodate services and staff
- Develop mechanisms to promote, and indicators to measure, an engaged, safe, innovative, and involved work force
- Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
 - Strengthen employee engagement
 - Improve the on-boarding process
 - Continue to integrate the City's Corporate Values into all Human Resources systems -recruitment, hiring, promotion, training priorities, and leadership development



Engaging & Accountable Government



COMMIT TO BEING EFFICIENT AND EFFECTIVE IN OUR DELIVERY OF MUNICIPAL SERVICES AND USE OF RESOURCES, AND ACCOUNTABLE TO OUR RESIDENTS AND STAKEHOLDERS

- Define levels of service across the corporation, and refine and update policies
- Ensure that the City's organizational structure is appropriate and effective
- Transform service delivery through technology and innovation that supports seamless customer service, constant innovation, and enhances information security and privacy
- Ensure planning development applications are processing within, or better than, provincial timelines
- Identify opportunities to improve municipal processes through a shared services model
- Explore partnership opportunities with other levels of government, public and private organizations and service organizations to deliver optimal services and programs to our residents
- Prepare program and service specific strategies to improve effectiveness and efficiency
 - Undertake process improvement exercises
 - Update the Retention By-law and develop a records management process
 - Develop a comprehensive delegation of authority By-law and policies



Engaging & Accountable Government

PROMOTE OPEN, TRANSPARENT, ACCOUNTABLE AND COLLABORATIVE GOVERNMENT

- Introduce a new procedural By-law to ensure effective and efficient Council meetings
- Review the current Council Code of Conduct to include more mediation opportunities
- Encourage open government by developing additional supporting policies, including a Whistleblower Policy

DELIVER GREAT CUSTOMER SERVICE EXPERIENCES TO OUR RESIDENTS, BUSINESSES, AND VISITORS

- Develop a Customer Service Plan that includes reviewing customer service delivery trends, mapping customer journeys and identifying innovative ideas to improve our customer service
- Explore innovative service delivery models and technology to enhance the delivery of City information and services across a variety of channels
 - Improve access through web, phone, and in person
 - Explore online business registration
 - Expand payment options for the public
 - Include additions to City Dashboard
 - City policy library on website
- Streamline approval processes
- Enhance the use of performance metrics to assess results and program effectiveness.

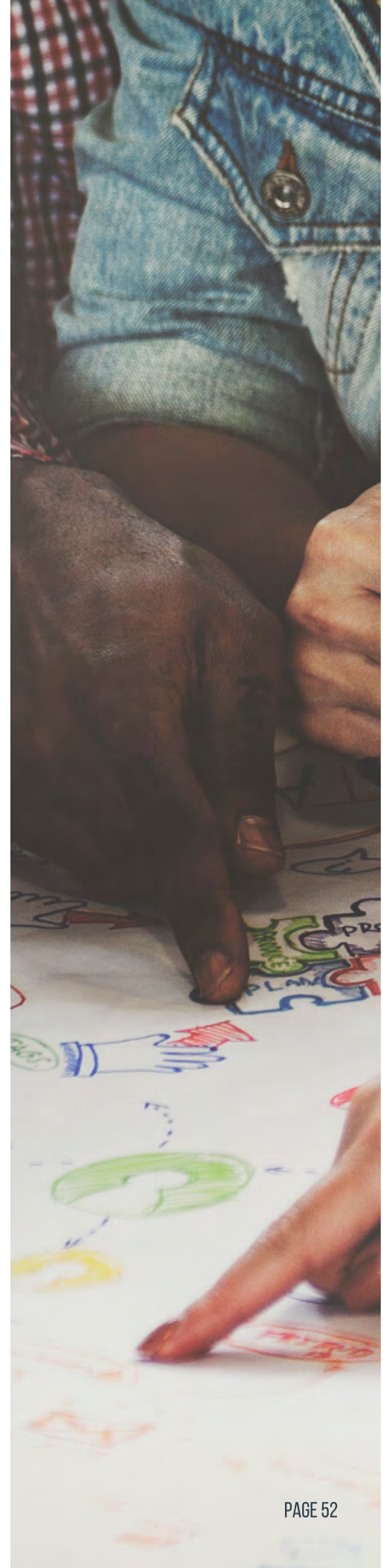
Engaging & Accountable Government

COMMUNICATE EFFECTIVELY WITH OUR RESIDENTS, CUSTOMERS, PARTNERS, AND STAKEHOLDERS, INVOLVING THEM IN DECISIONS THAT IMPACT AND INTEREST THEM, AND ENGAGE THEM IN PUBLIC LIFE

- Simplify and increase public access to City information, programs and services
 - Improve and expand the number of online services for transacting business with the City and accessing information
 - Expand the City's Open Data program to improve the accessibility of information
 - Improve the City's business and customer relationships through the implementation of a Customer Relationship Management System.
- Provide meaningful opportunities to participate in the democratic process
 - Increase public engagement in municipal issues with the continued implementation of our Community Engagement Framework and use of our engagement platform
 - Enable public involvement in decision-making where possible
 - Seek regular feedback from customers about City services and programs via surveys, online input, public meetings and/or social media

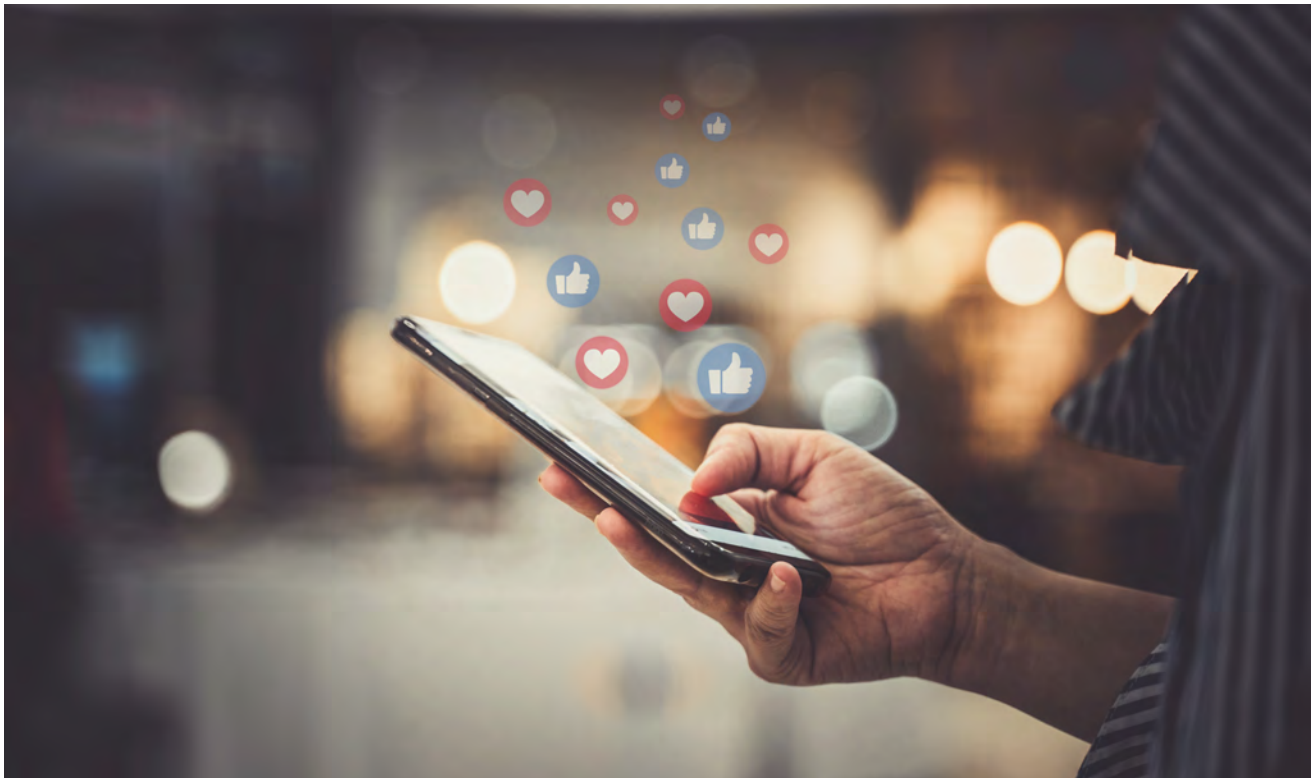
IDENTIFY OPPORTUNITIES TO IMPROVE MUNICIPAL PROCESSES THROUGH A SHARED SERVICES MODEL

- Introduce a municipal shared services initiative to identify and act on opportunities for improvements in the efficiency and effectiveness of services



Performance Indicators

ENGAGING & ACCOUNTABLE
GOVERNMENT



How We Will Measure Our Success

- Average time to fill vacant positions
- Grievance rates
- Employee turnover rate
- Employee absenteeism
- Customer service surveys
- Website visits
- Subscribers on social media
- Voter turnout
- Training activity
- Twitter followers
- Facebook likes
- E-news subscribers



Healthy, Safe & Livable Community

We are committed to making Niagara Falls a livable, affordable and inclusive city with a strong sense of place.



Healthy, Safe, & Livable Community

WE ARE COMMITTED TO MAKING NIAGARA FALLS A LIVABLE, AFFORDABLE AND INCLUSIVE CITY WITH A STRONG SENSE OF PLACE.

OBJECTIVES

- Ensure that residents have access to state-of-art health care facilities and qualified professionals
- Advocate for mental health services and publicly-funded addiction recovery options, and work to de-stigmatize mental health and addictions
- Provide opportunities for residents to remain connected and engaged, enjoy good health and participate fully in the community
- Provide inclusive services and facilities to respond to the growing needs of a diverse population
- Ensure that Niagara Falls is a safe community and residents receive timely access to emergency services and supports
- Foster healthy lifestyles through planning for and providing a range of accessible and affordable recreation facilities, events and opportunities
- Continue to build and maintain an off-road city-wide trail system that is safe, easy to navigate, and enjoyable to use
- Create vibrant and authentic places and spaces, and evolve the City's role in arts, culture and heritage to build a strong, vital and connected sector
- Maintain natural environments that foster healthy, sustainable communities for current and future generations
- Address issues relating to property standards to help to beautify our community

Healthy, Safe, & Livable Community

ENSURE THAT RESIDENTS HAVE ACCESS TO STATE-OF-ART HEALTH CARE FACILITIES AND QUALIFIED PROFESSIONALS

- Work with the Ministry of Health and Niagara Health to expedite the development of the new Niagara South Hospital at Montrose and Lyons Creek Roads
- Support the provision of family physician and specialist resources to meet the needs of our community

ADVOCATE FOR MENTAL HEALTH SERVICES AND PUBLICLY-FUNDED ADDICTION RECOVERY OPTIONS, AND WORK TO DE-STIGMATIZE MENTAL HEALTH AND ADDICTIONS

- Improve accessibility to mental health services in our community through advocating for localized services, outreach programs, and programming in schools
- Advocate to the Province and/or Regional Public Health for coordination between existing service providers to better serve the public
- Encourage the Mayor's Youth Advisory Committee to continue to undertake youth mental wellness activities in the five high schools
- Ensure that public education programs to address the risk of youth exposure to the cannabis retail market are in line with Provincial requirements



Healthy, Safe, & Livable Community



PROVIDE OPPORTUNITIES FOR RESIDENTS TO REMAIN CONNECTED AND ENGAGED, ENJOY GOOD HEALTH AND PARTICIPATE FULLY IN THE COMMUNITY

- Promote active aging through the new senior's advisory committee, the City's liaison for residents, and local community groups on age-friendly issues
- Consider expanded seniors' programming to meet the needs of new the generation of baby boomers, and explore more and different opportunities to participate and stay active
- Design infrastructure with consideration to the needs of an aging population.
- Increase City cost-saving initiatives for low-income seniors

PROVIDE INCLUSIVE SERVICES AND FACILITIES TO RESPOND TO THE GROWING NEEDS OF A DIVERSE POPULATION

- Continue to strive to be a barrier-free community
- Promote Niagara Falls as a welcoming community, strengthening our capacity to attract and retain newcomers
- Work collaboratively with the Niagara Falls Public Library to ensure appropriate provision of library service to meet the needs of the community
- Utilize events and placemaking to facilitate natural interactions among community members to develop connections and build relationships
- Strengthen, expand and recognize the volunteer sector



Healthy, Safe, & Livable Community

ENSURE THAT NIAGARA FALLS IS A SAFE COMMUNITY AND RESIDENTS RECEIVE TIMELY ACCESS TO EMERGENCY SERVICES AND SUPPORTS

- Provide Fire services and resources to safely meet community need
 - Construct and staff Fire Station 7 in Spring 2021
 - Construct a boat house along the Welland River to reduce times for water rescues
- Strengthen the City's emergency management capabilities
 - Emergency management practices are included as part of city planning and programming
 - Ensure emergency plans are up-to-date and tested on a regular basis
 - Increase Public awareness activities and investigate a public notification system
- Ensure that the City is protected from cyber security attack
- Extend safety to well-planned, maintained, and accessible streets, sidewalks and public buildings
 - Explore safety measures to protect sidewalks and gathering places
- Create a more "climate-ready" built environment
 - Provide community "cooling centers" on our increasing numbers of hot days
 - Consider enhanced shade and cooling options in new facility and park design

Healthy, Safe, & Livable Community

FOSTER HEALTHY LIFESTYLES THROUGH PLANNING FOR AND PROVIDING A RANGE OF ACCESSIBLE AND AFFORDABLE RECREATION FACILITIES, EVENTS AND OPPORTUNITIES

- Ensure planning of recreation and culture facilities and opportunities will meet the needs of our growing and increasingly diverse population
 - Update the Strategic Plan for Recreation and Culture to assess the current state of the culture and recreation systems, identify gaps and needs, and plan for future investment
- Advance quality and affordable recreation opportunities and projects to ensure significant and active use of public spaces, both indoor and outdoor
 - Implement and further promote online recreation registration options
 - Explore opportunities for public waterfront access
 - Investigate innovative recreational choices such as natural play spaces and additional outdoor fitness equipment
 - Continue the “Operation Awesome Playground” play structure replacement program
 - Implement the recommendations of the Tennis and Basketball Service Delivery Review
 - Integrate interactive fitness equipment in facilities and on trails
 - Undertake a review of recreational facilities conditions to ensure sustainability



Healthy, Safe, & Livable Community



CONTINUE TO BUILD AND MAINTAIN AN OFF-ROAD CITY-WIDE TRAIL SYSTEM THAT IS SAFE, EASY TO NAVIGATE, AND ENJOYABLE TO USE

- Improve pedestrian and cyclist safety and enjoyment by creating a defined and continuous system of pathways throughout the City.
- Improve trail connectivity to the city's park network, to neighbourhoods, community facilities and to other regional systems
 - Prepare a Comprehensive Trails Master Plan
 - Improve signage and wayfinding for our trails system
- Deliver high quality trails
 - Complete the Millennium Trail
 - Begin implementation of the NS&T Trail

Healthy, Safe, & Livable Community



CREATE VIBRANT AND AUTHENTIC PLACES AND SPACES, AND EVOLVE THE CITY'S ROLE IN ARTS, CULTURE AND HERITAGE TO BUILD A STRONG, VITAL AND CONNECTED SECTOR

- Implement the construction of the Culture Hub and Market as the new heart for culture and community in the historic Main & Ferry area, dedicated to arts, cultural engagement, and market activity with additional publicly accessible space for community gatherings
- Increase and strengthen communication within and about the arts, culture and heritage sector
 - Invest in and create interpretative and public art experiences that illuminate City's history, spark reflection and dialogue, and enhance daily life
 - Complete implementation of the Battlefield Master Plan
 - Grow culture-led economic development
- Promote culture as a key factor in economic development by helping attract talented, ambitious people to cities

Healthy, Safe, & Livable Community

MAINTAIN NATURAL ENVIRONMENTS THAT FOSTER HEALTHY, SUSTAINABLE COMMUNITIES FOR CURRENT AND FUTURE GENERATIONS

- Continue to take part in Niagara Adapts, a partnership between Brock University and seven local municipalities conducting research on climate change and the impacts on our community
- Strengthen tree protection through species diversification and enhance our tree canopy
 - Continue to implement the Woodlot Management Strategy
 - Formalize a program to expand the city's tree canopy over 10 years to assist with climate change and beautification objectives
- Minimize our impact on the environment and contribute to reversing climate change
 - Reduce use of fossil fuels and emissions through ecological new vehicle purchases such as electric cars
 - Ban plastic straws at City facilities taking into consideration accessibility needs
 - Encourage electric vehicle charging capacity in all new developments
 - Review and implement energy conservation policies and green practices at City facilities
 - Ensure new development, redevelopment and intensification preserve and contribute to quality green space

ADDRESS ISSUES RELATING TO PROPERTY STANDARDS TO HELP TO BEAUTIFY OUR COMMUNITY

- Enforce property standards with a focus on unsightly, neglected and derelict buildings
- Institute a program to ensure weed free city streets and graffiti free public spaces



Performance Indicators

HEALTHY, SAFE, AND LIVABLE COMMUNITY



How We Will Measure Our Success

- Annual fire call responses
- Average fire response time
- Total number of trees planted
- Natural areas (in hectares)
- Number of trail access points created
- Total km of multi-use trails
- Increase in overall annual usage on trails
- Variety of annual events
- Annual attendance at cultural and civic events
- Economic value of cultural events
- Number of Coronation Centre Programs
- Days of processing for planning applications
- Children attending museum cultural programming
- Prime time utilization at Gale Centre
- Number of participants for public skating
- Hectares of open space per person
- Number of Coronation Centre members
- Number of children learning to swim in City pools
- Number of wildflowers planted
- Number of beautification & environmental awards presented to residents
- Value of cultural development funds invested in cultural initiatives