



CITY OF NIAGARA FALLS

# STRATEGIC PLAN

2023-2027





# 2023-2027 Strategic Plan

SECTION

## 1.

### WELCOME

4

Introduction  
Land acknowledgement

5

5

## 2.

### GUIDING PRINCIPLES

6

2023 - 2027 Mayor & Councillors  
Elected officials' guiding principles  
Strategic planning process

8

9

9

## 3.

### THE NIAGARA FALLS WAY

10

Our corporate values  
Our structure  
Corporate framework

12

14

15

## 4.

### OUR STRATEGIC PILLARS

16

Financial sustainability  
Environmental sustainability  
Social sustainability  
Customer service  
Economic diversification & growth

18

20

22

24

26

## 5.

### OUR PROGRESS

28

Integration & annual progress reports  
How you can stay informed

31

31





# WELCOME

## INTRODUCTION

The 2023-2027 City of Niagara Falls Strategic Plan serves as a map to guide the City through the next four years. Each four-year Strategic Plan incrementally contributes toward achieving the long-term vision for Niagara Falls. This plan builds off of the 2018-2022 plan, continuing to align people, priorities, processes and technology. It outlines the City of Niagara Falls' vision, mission and values, and identifies the strategic pillars, objectives and key actions staff will focus on to enable the execution and implementation of projects related to Council's commitments to the citizens of Niagara Falls.

The plan is comprised of three pillars, each with objectives that further define Council's strategic direction during this term. Moving forward, new initiatives will align with these priorities, and the new Strategic Plan will be integrated into the budget process, departmental business plans, and staff goals.

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### *Land Acknowledgement*

With the aim of educating our community and acknowledging the many land treaties that overlay the City of Niagara Falls and Niagara Region, we acknowledge and thank the Indigenous peoples who were stewards of this land for a millennia before us.





# GUIDING PRINCIPLES



# 2023 - 2027 MAYOR & COUNCILLORS

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, with tangible measures of our progress along the way. The Strategic Plan concentrates 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.

**JIM DIODATI**  
Mayor of Niagara Falls



**COUNCILLORS**



Tony Baldinelli



Wayne Campbell



Mona Patel



Victor Pietrangelo



Lori Lococo



Ruth Ann Nieuwesteeg



Mike Strange



Wayne Thomson



## ELECTED OFFICIALS' GUIDING PRINCIPLES

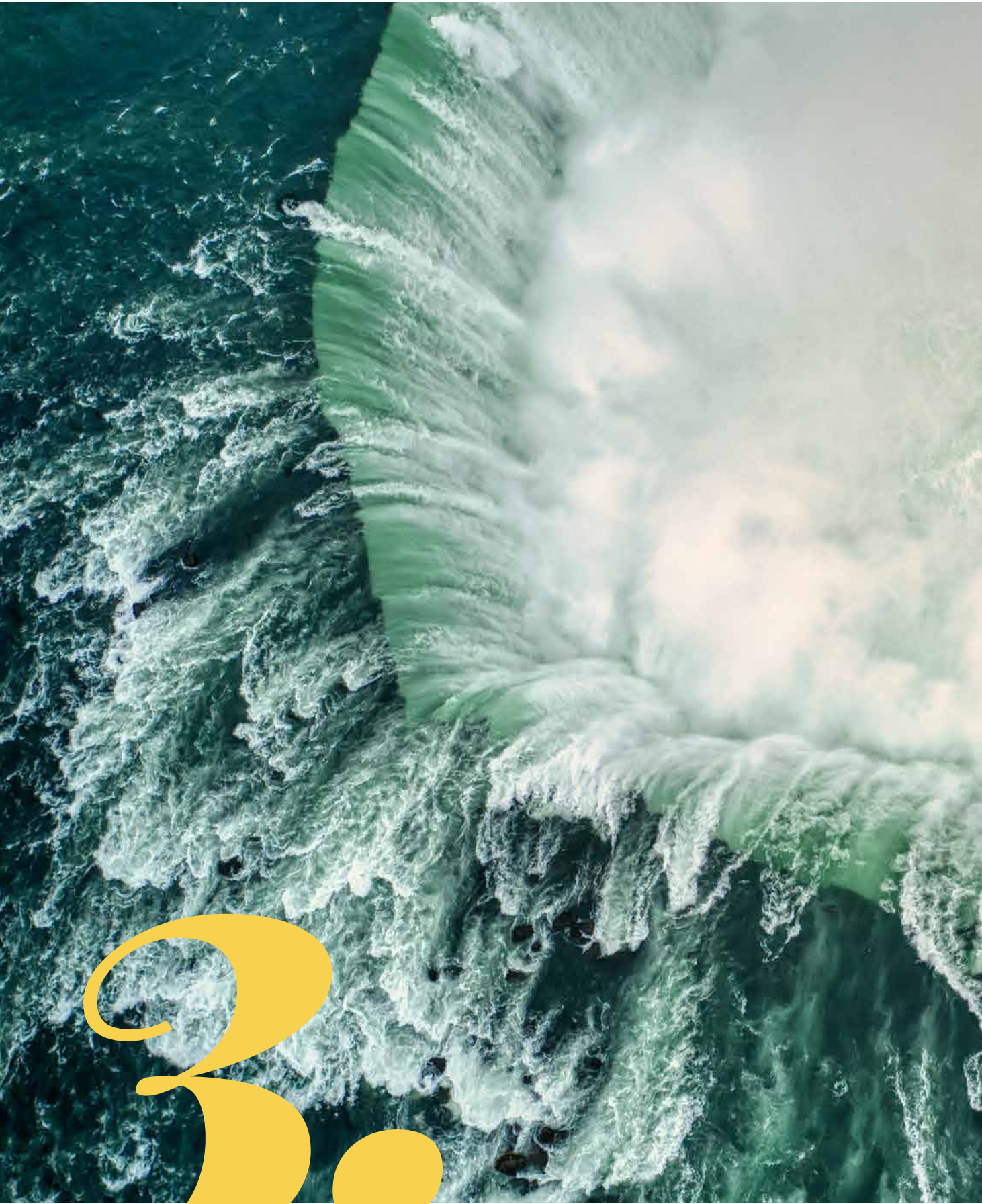
The City of Niagara Falls is committed to applying the following guiding principles to shape decision-making, policy development and resource allocation:

- 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

### STRATEGIC PLANNING PROCESS







# THE NIAGARA FALLS WAY

## 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

## OUR MISSION

The City of Niagara Falls is committed to being accountable for the provision of high-quality municipal services and enhancing the quality of life in our community through service excellence, teamwork, and dynamic leadership.

## OUR VISION STATEMENT



## OUR VALUES

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



**LEADERSHIP**



**TEAMWORK**



**RESPECT**



**ACCOUNTABILITY**

*Aerial view over Firemens Park / 2275 Dorchester Road.*

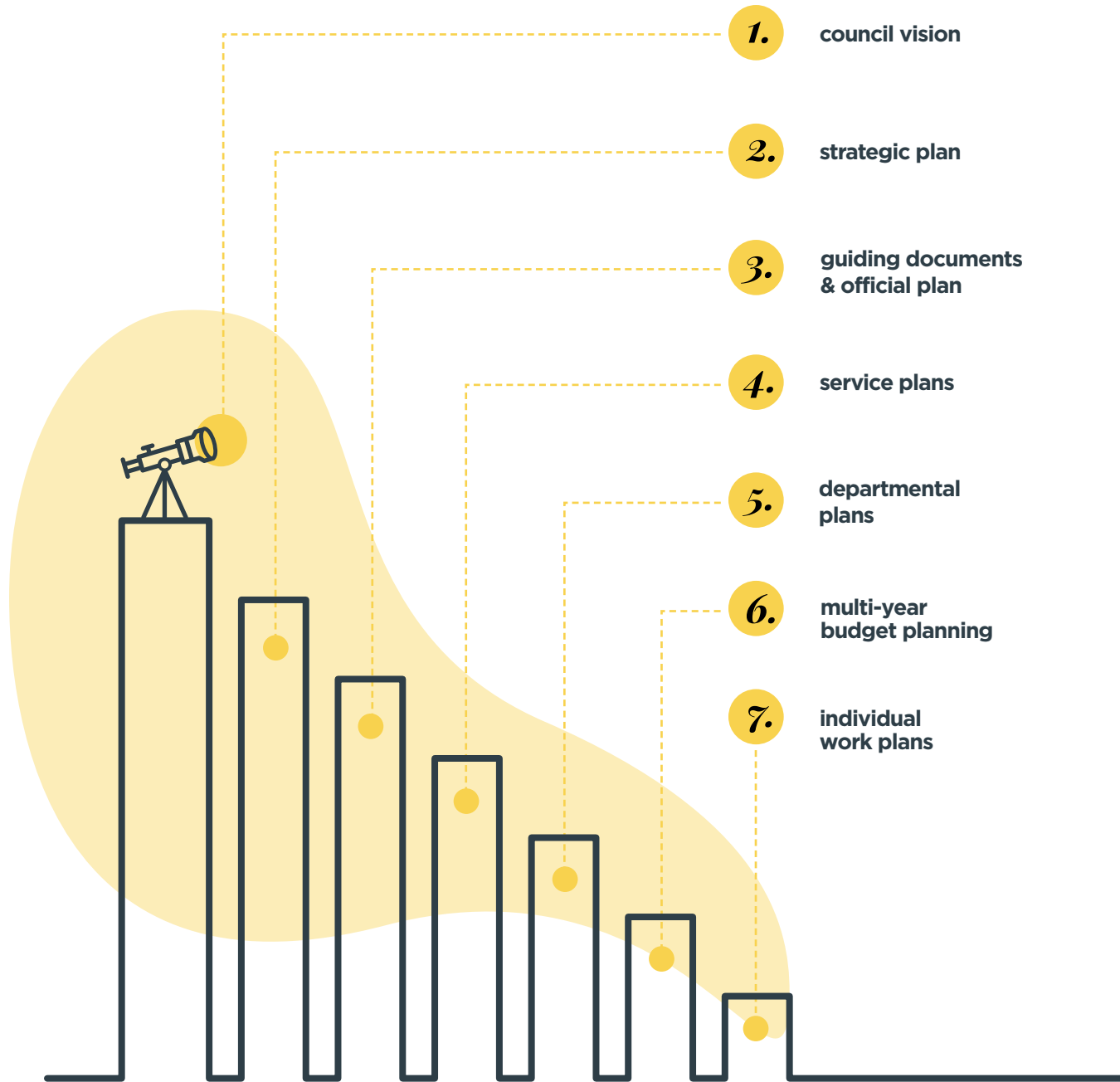


**A great City, for generations to come.”**





# CORPORATE FRAMEWORK







# OUR STRATEGIC PILLARS



**SUSTAINABILITY**  
(Financial, social & environmental)



**CUSTOMER SERVICE**



**ECONOMIC DIVERSIFICATION & GROWTH**





# SUSTAINABILITY



Queen Street.



## FINANCIAL SUSTAINABILITY

Effectively managing the City's financial resources to meet our current and future obligations without relying on external funding sources or sacrificing our ability to deliver essential services to our residents.



### OBJECTIVES

- Ensure responsible financial management and sustainable fiscal practices
- Improve financial analysis, forecasting, and strategic decision-making processes
- Introduce automated systems to improve accuracy, reduce administrative costs, and promote an enhanced user experience for residents
- Implement corporate-wide asset management policies and plans to ensure the sustainability of our assets and infrastructure
- Optimize the use of City assets across the corporation and generate additional revenue streams



### ACTIONS

- Budget control policy
- Senior financial analyst model
- 10-year capital plan
- Reviews of rates & fees
- Asset management plan
- Automated metering infrastructure
- Modernization of parking programs
- New corporate sponsorship and advertising policies
- New Enterprise Resource Planning (ERP) system
- New e-permitting & planning application software





# ENVIRONMENTAL SUSTAINABILITY



Implementing practices and policies to ensure the health and well-being of the environment for current and future generations. Environmental sustainability is vital for adapting to the impacts of climate change, preserving biodiversity, and improving the quality of life for residents in the community.



## OBJECTIVES

- Implement the Climate Change Adaptation Plan recommendations through collaboration with various community partners and updates to the City's business practice
- Reduce the City's greenhouse gas emissions while enhancing energy efficiency
- Foster a healthy and resilient urban forest ecosystem that contributes to biodiversity and improved air quality
- Reduce the impact of wet weather events and combined sewer overflows on water bodies and ecosystems
- Ensure critical infrastructure assets' longterm sustainability and functionality through targeted repair and maintenance programs



## ACTIONS

- Climate Change Adaptation Plan
- Stormwater management and drainage programs
- Infrastructure State of Good Repair program
- Infrastructure Servicing Master Plan
- Wet Weather and Combined Sewer Overflow Strategy
- Strategic Urban Forest Management Plan
- Review of active transportation opportunities
- Energy Management and Greenhouse Gas Reduction Plan
- Woodland Restoration & Preservation Policies







The Niagara Falls Exchange / 5943 Sylvia Place.



# SOCIAL SUSTAINABILITY

The City of Niagara Falls works in partnership with the Niagara Region to ensure residents have access to basic needs such as affordable housing, health and mental health care, education, and social services, ensuring that Niagara Falls is a livable, inclusive and supportive community for all.



## OBJECTIVES

- Support the development of healthcare services and facilities in the city
- Enhance community services and facilities
- Build partnerships to increase quality, affordable housing options
- Promote sustainable growth
- Explore the requirements to create an age-friendly Niagara Falls
- Address the issue of abandoned and neglected properties
- Evaluate and update existing incentive programs to align with current community needs and objectives
- Support the City's State of Emergency on mental health, homelessness, and addiction



## ACTIONS

- Support the development of the South Niagara Hospital
- Park Street affordable housing development
- Ensure that a hospice is built in Niagara Falls
- Affordable rental housing CIP
- Housing incentive program review
- Vacant building by-law
- Diversity and inclusion plan
- Youth programming
- Homelessness response
- Accessory Dwelling Unit Program
- Implement the short-term Recreation, Culture & Parks Plan Ten Year Plan initiatives
- Opening of The Exchange, Niagara Falls' new arts & culture hub





# CUSTOMER SERVICE



## CUSTOMER SERVICE

Delivering a welcoming and consistent customer service experience centred around the people we serve.



### OBJECTIVES

- Embrace innovative technology and processes to efficiently meet customer needs, fostering greater engagement with the City
- Ensure the City is inclusive and accessible for customers across all services. Establish policies and practices that enable respectful, fair, and equitable treatment
- Build and maintain customer trust through addressing customer requests and responsive communication
- Foster a culture of collaboration within internal departments for a consistent customer service experience
- Engage with customers to understand their needs, expectations, and preferences



### ACTIONS

- Customer Service plan and implementation
- Establish a knowledge base portal
- Implement a Customer Relationship Management (CRM) system
- Online chat function for residents
- Website and intranet updates
- Customer service renovations at MacBain Community Centre
- Next Generation 9-1-1 implementation
- New electronic building permitting software
- New electronic bidding software
- Upgrade “back-of-house” programs and systems to allow for seamless integration of customer interactions and workflow
- Establish a three-year people plan to become an Employer of Choice and implement strategies and initiatives to attract, develop, and retain top talent

City of Niagara Falls, City Hall / 4310 Queen Street.





# GROWTH



Montrose Business Park.



## ECONOMIC DIVERSIFICATION & GROWTH

Fostering a balanced and sustainable local economy achieved by expanding and diversifying the types of industries and businesses operating within the community. This involves attracting new businesses, supporting existing initiatives, and spurring innovation and entrepreneurship.



### OBJECTIVES

- Diversify the economy by strengthening priority sectors with business park and cluster development
- Diversify tourism with new attractions, SMART tourism and other strategies
- Retain and grow existing businesses by continuing to establish the Business Development Department (BDD) as an extension of businesses
- Help small businesses by expanding and raising awareness of BDD digital tools, activities and programs
- Strengthen the ecosystem by developing key assets as anchor institutions and facilitating partnerships and connections between organizations
- Encourage development to support key sectors including new businesses, industrial parks and innovation spaces
- Focus on business park development
- Improve mobility, accessibility and sustainability of transportation networks in Niagara Falls



### ACTIONS

- Music City strategy implementation
- University of Niagara Falls support
- Niagara Falls Innovation Hub support
- Economic Development Strategy Implementation
- Niagara District Airport redevelopment
- Acquire lands for the new business park land development
- New tourism product development
- Employment Land Study
- New official plan
- New city-wide comprehensive zoning by-law
- Weekday GO Train service to Niagara Falls



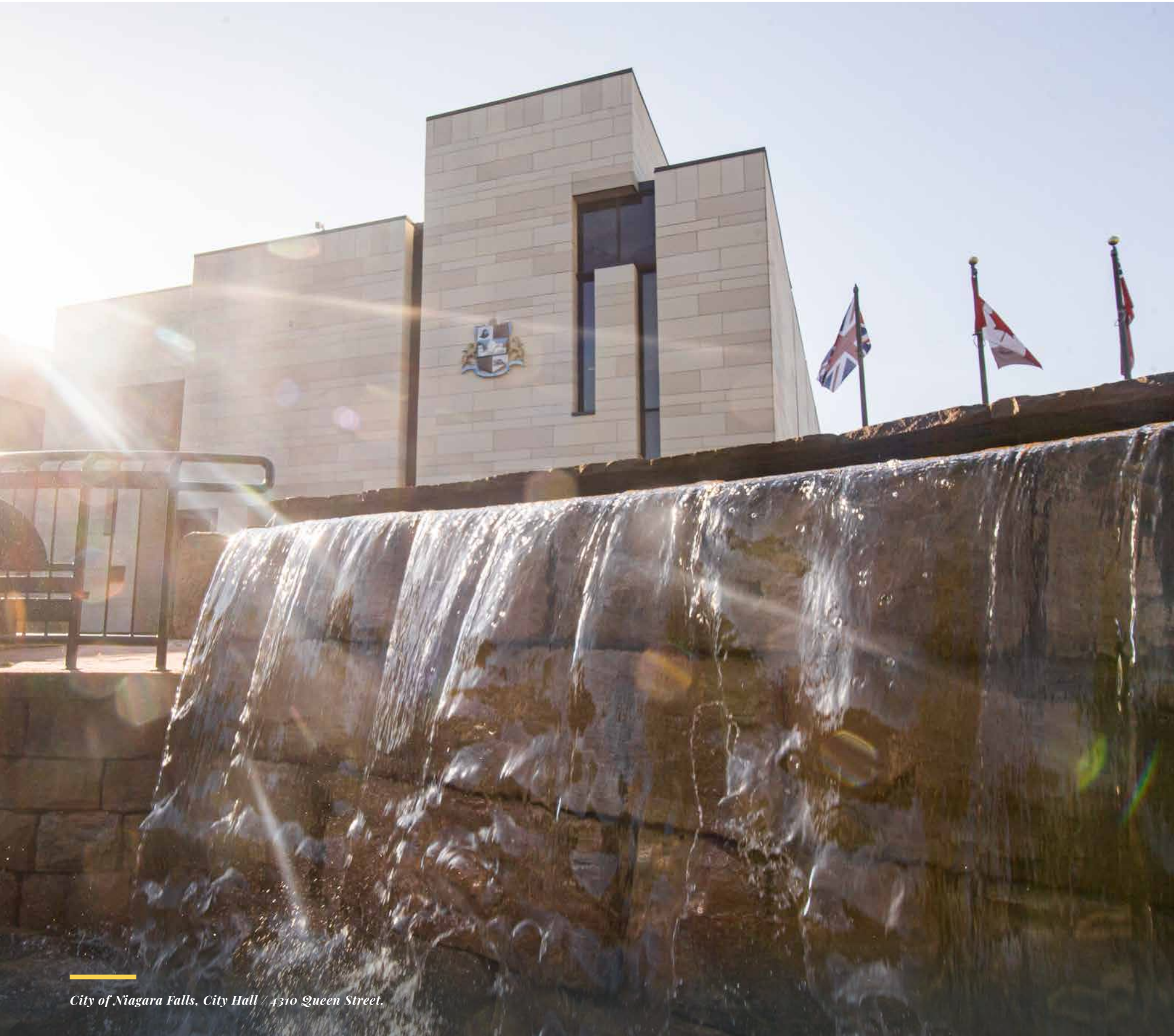


Niagara Falls Night of Art 2023.



# OUR PROGRESS





City of Niagara Falls, City Hall / 4310 Queen Street.

# INTEGRATION AND ANNUAL PROGRESS REPORTS

As the City of Niagara Falls continues on its service excellence journey, measuring the progress being made on this Strategic Plan is a priority:

- Annual progress reports will be provided to Members of Council and the community each year from 2024 - 2027. The annual reports will include milestones and achievements
- The City website will feature a dashboard to provide updates on the Strategic Plan actions
- The Strategic Plan will continue to be integrated within the budget process, departmental plans, and staff SMART goals and work plans

## HOW YOU CAN STAY INFORMED

Feedback and participation from residents, businesses, and industry help to drive decision-making processes.

Niagara Falls uses a variety of tools to consult with the community including public engagement, advisory committees and direct communications.

Visit [letstalk.niagarafalls.ca](https://letstalk.niagarafalls.ca) to contribute your ideas and feedback on City matters important to you! We want to empower you, our residents, to be more active in shaping your community and future. We will listen to what you say, take your opinions into account and report back to you on how community input contributes to decisions.

## COUNCIL UPDATES

Review Council agendas, minutes and calendar to stay informed about all Council decisions at [niagarafalls.ca/council](https://niagarafalls.ca/council).

## SUBSCRIBE TO NEWS

Never miss a news update by subscribing to newsletters stories at [niagarafalls.ca/newsletters](https://niagarafalls.ca/newsletters).





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