



CITY OF NIAGARA FALLS 2019-2022

# *Strategic Priorities*

**UPDATE | AUGUST 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.

# 2019-2022 Strategic Priorities



COVID-19  
Response



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





# *Covid-19 Response*

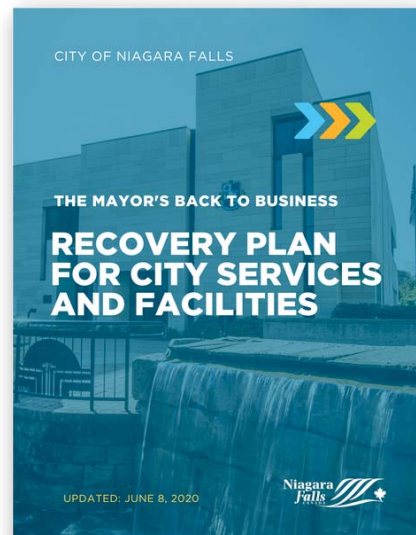
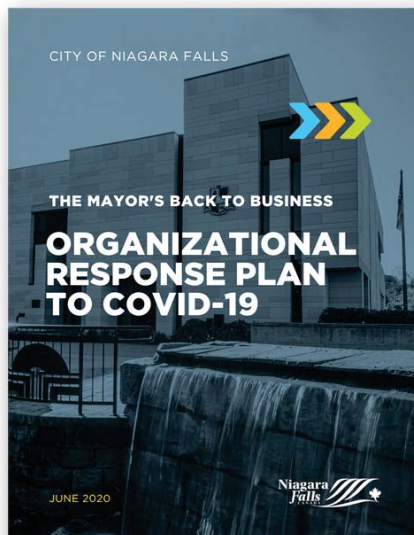
*A high-level summary of the approach the City of Niagara Falls took to address the implications of COVID-19 at the municipal level.*

# Covid-19 Response

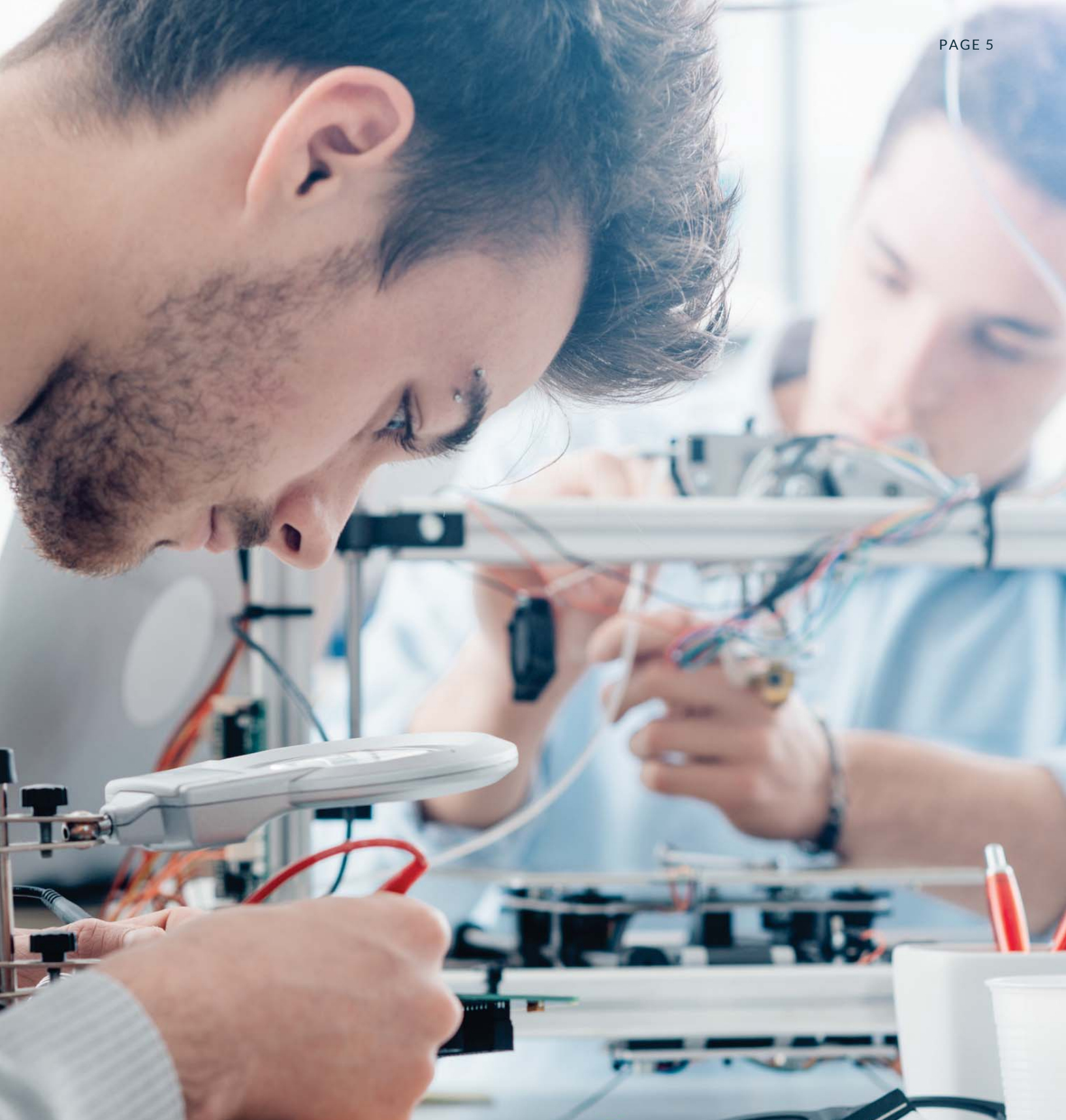


## City of Niagara Falls Municipal Response to COVID-19 included:

- Activated EOC on March 13, 2020 (deactivated on May 26/22)
- State of Emergency was in place beginning April 3/20 (ended on March 15/22)
- City of Niagara Falls implemented virtual meetings, beginning with EOC
- City staff opened MacBain Community Centre as a safe mass vaccination site for Niagara Region Public Health
- City staff worked the majority of vaccination clinics at MacBain to lend support as needed
- Fire adjusted responses to care facilities as PPE was offered to EMS due to protective equipment shortages
- Adjusted Service Levels in Response to Provincial Directives
- Signage and Protective Barriers/equipment at all City facilities, Transit Buses, and amenities
- Appropriate PPE provided to front line staff and 1st responders
- Vaccination Policy created and implemented
- Working from Home Policy created and implemented
- Mandatory Covid-19 training for unvaccinated with associated testing
- Mandatory Covid-19 Training for all new hires during onboarding
- Creation of Mandatory Covid-19 Screening Mobile App for Staff and Visitors
- Updates and Revisions made to Working Remotely from Home Policy
- Website and Social messaging communicated
- Electronic Participation at Council meetings
- Virtual Recruiting and Interviewing of job candidates
- Coordination of community donations including grocery giveaways and long-term care worker appreciation through McCall MacBain Foundation
- Mayor's Back to Business Recovery Team
  - Organizational Response to COVID Report
  - Recovery Plan for City Services and Facilities Report
- Summer of the Patio temporary sidewalk patios and cafes
  - Exemptions to allow patio extensions for business continuity
- Supported Safe to Play tourism initiative
- Financial measures
  - Waiver of municipal business licences
  - Waiver of penalty charges for water bills, taxes and accounts receivable
  - No disconnections of municipal water service







# *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



## Position the City as a preferred location for investment and global opportunities.

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Capitalize on Niagara's global brand recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Partnerships – Built relationships and partnerships in 2018/19 with Federal Trade Commissioner Offices in 22 States in the United States, and five Embassy's in Western Europe to build import and export relationships with Niagara based companies as well as promote Niagara Falls as a strategic location for foreign direct investment.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• Use the Foreign Trade Zone Designation to act as catalyst for continued cross border business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• As part of the Department's business retention and attraction activities, the Foreign Trade Zone has been a good opportunity to provide a value-added service for both new and existing businesses.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• Create a strategy to develop a smart medical business park adjacent to new hospital to attract global talent and technologies.</li> </ul>	<ul style="list-style-type: none"> <li>• An Employment Land Strategy was completed in 2021 outlining the long-term needs for additional employment related lands. A business park around the new hospital was highlighted as a long-term goal with lands in the Grassy Brook Area to satisfy shorter-term needs. The Grassy Brook Area is currently undergoing a secondary plan as a first step towards developing those lands.</li> </ul>	IN PROGRESS

## Continue to enhance Niagara Falls' position as Ontario's Premier Resort Gaming & Tourism Destination.

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19 delayed this process as Department pivoted to assisting Industry to deal with COVID19 and secure funding to survive the pandemic.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Leverage the new theatre to drive new tourism infrastructure and amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Niagara Falls Entertainment Theatre opening delayed until October 2022.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Work with stakeholders to establish a traffic &amp; pedestrian management plan in the tourist core to mitigate traffic congestion on event nights</li> </ul>	<ul style="list-style-type: none"> <li>• Event management plan was created in consultation with Industry stakeholders. Plan is continually reviewed to enhance protocols.</li> </ul>	IN PROGRESS

# Vibrant & Diverse Economy



Promote and support job creation through a dynamic, innovative and diverse local economy.

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• An Economic Diversification Strategy was completed with recommendations to grow, enhance and diversify the economy. This Strategy has guided the activities of the Department over the past 3 years and a full Economic Development Strategy will be completed by 2023 to continue to stay aligned with the local, regional, provincial, and federal business priorities.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• Use Economic Gateway and Municipal Employment Gateway Incentives to attract businesses to locate and expand in Niagara Falls</li> </ul>	<ul style="list-style-type: none"> <li>• The City has raised the awareness and incentivized new and local businesses in Niagara Falls through the MEIP and Gateway CIP Program. This programming is one of the most robust in the Province of Ontario.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• Leverage and enhance land uses resulting from improved transportation connectivity around GO Train</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown GO Secondary Plan was prepared along with Multimodal Transit Plan in anticipation of GO Train Station development.</li> </ul>	IN PROGRESS

Support economic growth and development through streamlined business practices to meet both local and city wide priorities

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Use a Customer Relationship Management program to track business trends and expedite responses to businesses challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing with the Company Visitation Program and data input to reveal trends, opportunities, and challenges to respond to the business community.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Streamline development services for expedited permits to enhance the private sector business investment experience</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Building Department and Fire Department to expedite Building permits. Created Development Review teams to expedite process.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Implement technology to create operational efficiencies, and accessible data that are customer and community centric</li> </ul>	<ul style="list-style-type: none"> <li>• Currently working to implement modern government practices with the use of electronic forms, online payments and more access to information.</li> </ul>	IN PROGRESS



# Vibrant & Diverse Economy



## Ensure an adequate supply of accessible industrial and employment lands

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• <b>Create an Industrial Land Strategy to plan for future employment land needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• The City undertook and completed an Employment Land Strategy to plan for and secure employment land needs to 2051.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• <b>Purchase and service industrial land proactively to support local and international investment and create jobs</b></li> </ul>	<ul style="list-style-type: none"> <li>• The City's Employment Land Strategy recommended the Grassy Brook Area for our new Business Park. A secondary plan has been initiated and a Land Acquisition Strategy is being put together to secure those lands in future years.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• <b>Complete development of the Montrose Business Park</b></li> </ul>	<ul style="list-style-type: none"> <li>• All major infrastructure and development work in the Montrose Business Park completed. The land within the Park are currently sold-out with businesses developing those lands.</li> </ul>	ACCOMPLISHED

## Promote vibrant downtown cores by encouraging partnerships, and providing development incentives, that help to create a range of unique, exciting destinations and activities

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• <b>Implement Downtown CIP Strategy and GO Train Secondary Plan to generate private investment and redevelopment opportunities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Secondary Plan has been completed. Official Plan and Zoning By-Law being updated. Sharing information and opportunities with development community.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• <b>Create an innovation district strategy with incentives for small business and entrepreneurship directly in downtown</b></li> </ul>	<ul style="list-style-type: none"> <li>• Citywide incentives created in conjunction with Downtown CIP.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• <b>Use the new Culture Hub and Market development as a catalyst for Main &amp; Ferry revitalization opportunities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Culture Hub to be completed in early 2023. Working with businesses to promote Culture Hub and to serve as catalyst for new investment.</li> </ul>	IN PROGRESS

# Vibrant & Diverse Economy



## Use transportation to assist in the movement of people for employment, and global investment

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Support and promote full day year round hourly GO Train service for transportation connectivity</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 has delayed full-time GO Train Service. Weekend Go Train Service has resumed. Continue to speak to Metrolinx and Provincial governments to move forward with year-round GO Train Service.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Advocate for high-speed rail from Toronto-New York</li> </ul>	<ul style="list-style-type: none"> <li>COVID19 suspended discussion. Exploring the potential for high speed rail system.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Promote and leverage the Niagara District Airport</li> </ul>	<ul style="list-style-type: none"> <li>Airport Board has undertaken an RFP to secure new operator to leverage and to get the most economic benefit for the Region.</li> </ul>	IN PROGRESS

## Create opportunities to attract and retain young families, youth and newcomers

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Create an Affordable Housing Strategy along with appropriate zoning and By-Law requirements to drive increased affordable residential development</li> </ul>	<ul style="list-style-type: none"> <li>Council endorsed Niagara Falls Housing Strategy in March 2022.</li> <li>Staff are implementing the land use implications (i.e. promotion of housing mix) of the Housing Strategy through OPA 149.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Promote and enhance career opportunities to attract young wealth creators and highly skilled professionals</li> </ul>	<ul style="list-style-type: none"> <li>Small Business Office continuing to hold programs for younger demographic to encourage entrepreneurship. NFRIH attracting startups and support small business operators.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Develop Niagara Falls-Ryerson Innovation Hub as catalyst for youth retention, diversification and redevelopment investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>The NFRIH program has strengthened innovation in Niagara Falls with the experiential entrepreneurship program.</li> <li>60 new startups have been supported and an additional 200 SME's have participated in webinars and programs connected to business and educational progress.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Support development of the Cultural Hub to leverage local cultural capital and enhance the creative capacity, cultural engagement and vibrancy of the area</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with BIA in support of Culture Hub to enhance the district and attract new investment.</li> </ul>	IN PROGRESS



# Vibrant & Diverse Economy



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

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Update zoning to provide Single Room Occupancy (SRO) housing units</li> </ul>	<ul style="list-style-type: none"> <li>SRO study and consultation ongoing, zoning changes to be brought forth to Council for consideration.</li> <li>Public consultation to continue.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Refine Industrial zoning to reflect Provincial D-6 Guidelines and contemporary zoning standards</li> </ul>	<ul style="list-style-type: none"> <li>Permitted uses being analyzed for D-6 industry type. Zoning changes to be commenced.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Initiate employment zoning for Niagara South Hospital area</li> </ul>	<ul style="list-style-type: none"> <li>Grand Niagara Secondary Plan in force and establishes policies for employment areas associated with the Hospital. Zoning implementing policies to be conducted.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Streamline site planning processes for small business, commercial and industrial zones</li> </ul>	<ul style="list-style-type: none"> <li>A review of the site plan process is underway.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Continue refinements to Official Plan for growth</li> </ul>	<ul style="list-style-type: none"> <li>Official Plan update, to address growth requirements to commence late this year.</li> </ul>	IN PROGRESS

## Use education, technology and entrepreneurship to leverage community assets and drive job creation

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Continue to utilize Niagara Falls Ryerson Innovation Hub as a catalyst for entrepreneurial excellence in Niagara Falls to drive start-ups</li> </ul>	<ul style="list-style-type: none"> <li>Launching the Hub has promoted a digital technology cluster to help diversify the local economy. The Hub has connected with national and international markets working with Start Canada and Gen Global Solutions. Fostered startup innovation in Health Services, AI, EdTech, Augmented and Virtual Reality.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Create partnerships with local educational institutions to enhance programming and expand education to downtown Niagara Falls through SPARK</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with NHS, Niagara College School of Business, Grades 11 &amp; 12 for experiential entrepreneurship programs, Brock University and Niagara College Campus accelerator programs for undergraduates.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Create a pilot project from the Intelligent Community Plan.</li> </ul>	<ul style="list-style-type: none"> <li>IT is currently working with Smart Cone on a Smart City Pilot program to reduce Greenhouse Gases. Additional ICP work can be done in coordination with IT and Business Development for future plans. Additional wayfinding technology could be located in the GO Train area to assist travelers looking for various districts within the City.</li> </ul>	IN PROGRESS

# *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



**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.**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Niagara Regional Broadband Network (NRBN) is currently working independently on their growth plans. The City is using NRBN in as many locations as possible for our connectivity needs.</li> <li>NRBN has started to bring high speed fibre optic connectivity to in-need residential areas in Niagara Region.</li> </ul>	IN PROGRESS

**Grow existing business and attract new investment through new and emerging technologies.**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>When new innovative project ideas are brought forward, Business Development will reach out to their contacts and inquire if they have an opportunity to collaborate.</li> <li>Staff are exploring implementation of a 'Smart City zone' where we would allow startup and small companies to test their equipment in a real-world installation.</li> </ul>	IN PROGRESS

**Utilize technology and innovation to improve the quality of life for Niagara Falls residents**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>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               <ul style="list-style-type: none"> <li>Continue to extend WiFi service to City facilities and community parks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In partnership with the NRBN, Wi-Fi has been rolled out to all City-wide parks and pools. This Wi-Fi is provided by NRBN. The City continues to supply guest and corporate Wi-Fi to all staffed City facilities using our wireless network.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Provide customer-centric public services that leverage digital infrastructure to enhance the experience, and give residents and businesses better access to information</li> </ul>	<ul style="list-style-type: none"> <li>More online payment options are being added. Most recently, Marriage Ceremonies and Licenses, Tax Certificates and Accounts Receivable items. Future improvements could allow for self-serve Cemetery sales, online appointment scheduling (currently testing with Election workers), integrated electronic document signatures and payments related to those.</li> <li>A Customer Service project has been initiated that will allow for residents and businesses to contact the city and use self-serve options. The KPI's can also be checked to ensure staff are meeting the metrics that have been established.</li> </ul>	IN PROGRESS

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# Intelligent & Innovative City



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Utilize technology and innovation to improve the quality of life for Niagara Falls residents

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Provide convenient access to municipal information and analytics tools to residents, businesses, and visitors to the city               <ul style="list-style-type: none"> <li>◦ Enhance MyCity Dashboard with more modules</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continual development with our MyCity Dashboard has allowed for property tax, water billing, Municipal Accommodation Tax and Tax Certificate integrations. Building Permit integrations have been completed and are awaiting testing. Additionally, many areas have also allowed for online payments to make it easier for residents and businesses to pay for their services without costing the City.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Facilitate open government by using technology that will make the city more transparent and inclusive to encourage the participation and involvement of all stakeholders               <ul style="list-style-type: none"> <li>◦ Let's Talk Niagara Falls</li> <li>◦ Electronic bidding</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The open data portal will be moved to new technology that will facilitate the ability to both post and download more varied data formats. The software application is nearly fully WCAG 2.1 AA compliant.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• 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               <ul style="list-style-type: none"> <li>◦ Engage technology partners to leverage data insights in order to develop new programs and tools benefiting the community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Looking to develop "open by default"</li> <li>• This will require additional departments within the City to also take part in the initiative.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Identify opportunities for municipal technological advancement to enable data driven decision making               <ul style="list-style-type: none"> <li>◦ Collaborate with NRBN to enhance our technology choices</li> <li>◦ Find innovative technological solutions to municipal challenges through the Niagara Falls Ryerson Innovation Hub</li> <li>◦ Participate in pilot/proof of concept opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The City is currently undergoing a Smart City pilot program with a company called SmartCone. This project is meant to reduce greenhouse gases, increase the safety of cyclists, and encourage alternative methods of transportation.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Part of the Smart Cone pilot project will have a parking / transportation branch that will be able to monitor pedestrian and traffic flows.</li> <li>• Weather and road weather sensors are also being installed in key areas (Fallsview, Clifton Hill, Bender Hill) to monitor winter conditions and overall air quality.</li> </ul>	IN PROGRESS





# *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



**Promote a strong and diverse housing market that includes affordable and accessible housing choices for all residents**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Council endorsed the Niagara Falls Housing Strategy in March 2022.</li> <li>• Staff are implementing the land use implications (i.e. promotion of housing mix) of the Housing Strategy through OPA 149.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Finalize or establish appropriate policies, regulations and licensing for the following:               <ul style="list-style-type: none"> <li>◦ Vacation rental units and Bed and Breakfasts</li> <li>◦ Single room occupancy units in existing motels and hotels</li> <li>◦ Licensing By-law to permit rental of 3 bedrooms in a house as Bed &amp; Breakfast</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Zoning and Licensing regulations for vacation rental units and bed and breakfasts are now in force</li> <li>• Review of single room occupancy is underway.</li> </ul>	PARTIALLY COMPLETE
<ul style="list-style-type: none"> <li>• Promote secondary dwelling units in homes</li> </ul>	<ul style="list-style-type: none"> <li>• Niagara Falls Housing Strategy promotes secondary dwellings as a key tool to providing affordable housing.</li> <li>• OPA 149 aligns the City's Official Plan policies on secondary dwellings with new requirements of the Planning Act.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Niagara Falls Housing Strategy promotes collaboration to assist in the delivery of new affordable housing.</li> <li>• OPA 149 promotes government and private sector collaboration in affordable housing delivery in Official Plan policy.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Use infill opportunities for multi-family development to diversify housing composition and affordability in existing neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Niagara Falls Housing Strategy and OPA 149 both promote a broader mix of housing in order to provide more housing choice for residents.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• This is achieved in part through ongoing development of secondary plans.</li> </ul>	IN PROGRESS

# Diverse & Affordable Housing



## Work with the Niagara Region to reduce homelessness

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Advocate at the Regional and Provincial level for individuals and families experiencing homelessness, or at risk of homelessness, to achieve housing stability</li> </ul>	<ul style="list-style-type: none"> <li>Working with the Region, a pilot project has been developed at our former Seniors Centre (Coronation Centre) facilitating a new approach to address homelessness.</li> </ul>	<b>ACCOMPLISHED</b> (MANY ASPECTS COMPLETED BUT THE FILE CONTINUES TO BE IN PROGRESS)
<ul style="list-style-type: none"> <li>Work with Niagara Region Public Health and community agencies who assist and provide individuals with health support services (ie mental illness and addictions)</li> <li>Leverage and improve collaboration with other agencies to address homelessness, and poverty issues through support of initiatives like cold weather emergency shelter</li> </ul>	<ul style="list-style-type: none"> <li>Partnered with the Region to fund Outreach work in Niagara Falls.</li> <li>A bi-monthly call enables coordination amongst Groups from the Region, City and Community.</li> </ul>	<b>ACCOMPLISHED</b>
<ul style="list-style-type: none"> <li>Continue to collaborate with Niagara Region in the implementation of their Housing &amp; Homelessness Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>The Housing Bylaw is complete and awaiting public input.</li> <li>The Park Street project for affordable housing is to be sent out for Request For Proposals in fall of 2022.</li> <li>The Victoria Street Bridge housing project is to be completed in 2022.</li> <li>The Buchanan Avenue project is complete.</li> </ul>	<b>IN PROGRESS</b>





# *Convenient & Accessible Transportation*

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

# Convenient & Accessible Transportation



## Participate in regionalizing the Niagara District Airport to leverage capital investment opportunities

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Continue to advocate for Regional responsibility for Niagara District Airport (NDA)</li> </ul>	<ul style="list-style-type: none"> <li>Continuing efforts, involved the Region with recent Request For Proposal process.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Work with the Region to secure federal approval to extend the runway at Niagara District Airport to accommodate larger planes, and regular air service</li> </ul>	<ul style="list-style-type: none"> <li>Met directly with federal representatives and are developing the need case for expansion.</li> </ul>	IN PROGRESS

## Link Niagara Falls with the Greater Toronto Area (GTA) through regular GO train service

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Work to enhance the level of service, bringing full day year-round hourly GO Train Service to Niagara Falls on an expedited schedule</li> </ul>	<ul style="list-style-type: none"> <li>Pandemic levels of service provided to Niagara through lockdowns etc. fluctuated and greatly reduced trips made to and from Niagara Falls. Currently there are two (2) trips on weekdays in am/pm and weekend limited service from Union Station to Niagara Falls.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Record of Site Condition has been filed for the former transit site. Parking lot designs and the pedestrian promenade are underway. Plans are being coordinated with the Regional upgrades to Bridge St.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Create a welcoming, multi-modal transit hub at the VIA rail station site for our residents and visitors</li> </ul>	<ul style="list-style-type: none"> <li>Space planning for the The VIA Station and the hub designs for buses have been completed by staff with the Consultants. The station will be retrofitted and the lands adjacent expanded to provide hubs for WEGO, public and private bus carriers and to install an attractive landing place for visitors to Niagara Falls and for commuters to &amp; from the GTHA.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>The City has been coordinating active transportation and municipal infrastructure elements of the Regional EA that is presently underway.</li> <li>City sewer and water mains are in the process of being replaced within the Bridge Street / Victoria Avenue roundabout project.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Rehabilitate Erie Avenue to provide an inviting connection to downtown Niagara Falls</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary designs including infrastructure, active transportation, and commercial market-zones have been developed as part of the Regional EA.</li> </ul>	IN PROGRESS

# Convenient & Accessible Transportation



## Connect municipalities region wide for work, education, and leisure opportunities

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Work with the other municipalities to establish a new governance model for delivery of integrated transit in Niagara Region</li> </ul>	<ul style="list-style-type: none"> <li>• The Niagara Transit Commission was established by Regional bylaw on May 26, 2022.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Work to transfer assets and to complete the transition period to NTC delivering service (January 1, 2023) is underway.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Value metrics and KPIs associated with improving aspects of access and opportunity were incorporated in the rationale to Council, through public outreach and to transit staff throughout the process of contemplating the new integrated transit service.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• Connect inter-municipal transit with GO train service, and local hospitals</li> </ul>	<ul style="list-style-type: none"> <li>• The new NTC service has been incorporated into the VIA Station design for hub service. Local bussing and intermunicipal service have also been contemplated in the Construction RFP and design of a transit hub at the new South Niagara Hospital site.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Ensure transit is safe, accessible, frequent, and affordable, with routes and schedules matched to the needs of users in Niagara Falls</li> </ul>	<ul style="list-style-type: none"> <li>• The September 2021 expansion of our existing routes and realignments of evening service provide more transit to newer neighbourhoods and expand into areas capturing more ridership from the community. Peak service was reduced over the pandemic period but is slated to return September 2022.</li> </ul>	ACCOMPLISHED



# Convenient & Accessible Transportation



## Improve local and visitor public transit through service enhancements

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Complete recommended local transit service level enhancements and develop a Customer Service Hub at Dorchester/Morrison by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Service enhancements outlined in Phase 1 of the Transit Master Plan – 5-Year Update 2020-2024 were completed in September 2021. The new Morrison Street layby project Customer Service Hub were complete for 2022 and will transfer up to the NTC for use.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Transit Master Plan – 5-Year Update 2020-2024 approved by Council under Report TS 2020-35 dated December 8, 2020.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Undertake the WEGO Visitor Service Transportation Audit to review joint operations between the City and Niagara Parks</li> </ul>	<ul style="list-style-type: none"> <li>WEGO Visitor Transportation Services – Operational Review approved by Council under Report TS 2021-03 dated March 2, 2021.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Review partnerships with NPC for the operation of the WEGO Visitor Transportation System</li> </ul>	<ul style="list-style-type: none"> <li>WEGO Visitor Transportation Services - Extension Agreement entered into by Council to approve a 2 year extension to deliver service up to and including August 12, 2024. NTC to assume delivery of the service under an agreement with the City effective January 1, 2023.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Improve transportation systems, making them more efficient and greener, using evolving technologies</li> </ul>	<ul style="list-style-type: none"> <li>Transit Services, in partnership with the Niagara Parks and OPG interests have undertaken and completed a Hydrogen Mobility Feasibility Plan for City and WEGO transit in Niagara Falls. This includes fleet contemplation to transfer over to hydrogen fuel cell propulsion systems. This study will transfer to NTC for their use and discussions in green planning for transit fleets in the future.</li> </ul>	IN PROGRESS

## Continue to protect the Grand Boulevard right of way

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Ensure direct connectivity between the casinos, tourist areas, the downtown and the GO/VIA Rail Station</li> </ul>	<ul style="list-style-type: none"> <li>Broader Tourist Connectivity Study is underway, with a focus on revisiting the original people mover alignment.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Develop a plan for the implementation of the pedestrian promenade (former CN Rail lands)</li> </ul>	<ul style="list-style-type: none"> <li>Construction of the boulevard pathway was completed in 2021 and lighting in 2022.</li> </ul>	ACCOMPLISHED

# Convenient & Accessible Transportation



## Ensure traffic flow throughout the city is safe and optimal

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Complete the Core Area Transportation Management Plan to leverage existing infrastructure, facilities and technologies to facilitate safe movement of traffic and pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>Study complete. Findings and recommendation will be utilized to support future Smart City Initiatives.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Finalize a strategy to address rail crossings in urban Niagara Falls with potential alternatives to existing Canadian National Railway train operations in Niagara Falls</li> </ul>	<ul style="list-style-type: none"> <li>Alternatives and feasibility study is complete. Discussions with railways is ongoing.</li> </ul>	IN PROGRESS

## Provide a convenient, cost effective and customer friendly parking system based on the user pay philosophy

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Update the Parking Strategy to maximize space availability and revenue generation</li> </ul>	<ul style="list-style-type: none"> <li>Staff have awarded this project and work is underway in developing the Strategic Parking Plan. Study completion is anticipated in early 2023.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Provide innovative parking management solutions</li> </ul>	<ul style="list-style-type: none"> <li>Staff have expanded the Pay-by-Phone (HONK) zones in the tourist area. New parking rates have been adopted to reflect area needs to increase customer usage. Review of enforcement equipment upgrades for more effective ticket issuance.</li> </ul>	IN PROGRESS

## Strive to make walking, cycling and alternate travel choices available and sustainable

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Enhance the multi-modal transportation network within the community and encourage greater pedestrian and cyclist use as per the Transportation Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Staff continue to enhance and expand the City's active transportation network through retrofit applications and inclusion of pedestrian and cycling facilities in all new roadway designs.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Continue to advance the City's Active Transportation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Active Transportation facilities are comprehensively reviewed and considered in the planning of new facilities and in the reconstruction of existing roadways. Missing links are prioritized to ensure continuity of the City's Active Transportation network.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Staff actively participated in the development of the Niagara Region's Complete Streets Guidelines. When completed this document will form a consistent approach for all municipalities to utilized when designing new roadways/facilities.</li> </ul>	IN PROGRESS



# *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.*



# Responsible & Transparent Financial Management



## Implement corporate-wide strategic asset management policies and plans that ensure sustainability of our assets and infrastructure

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Prioritize asset and infrastructure investments through long range plans</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the Asset Management Plan for Core Assets in 2022 sets the stage for long-term service level decisions and future funding challenges. More work will be required to complete this review for all other assets.</li> <li>Non-core to be completed in 2023.</li> <li>Full 10-year budget forecast in 2025.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Prepare an updated State of Infrastructure report to identify spending gaps</li> </ul>	<ul style="list-style-type: none"> <li>Completed for Core Assets as part of the AM Plan.</li> <li>Non-core assets to begin in 2022/2023</li> <li>Funding strategy in 2025.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Complete an Asset Management Policy in 2019 and an Assessment Management Plan for core infrastructure by 2021</li> </ul>	<ul style="list-style-type: none"> <li>Completed and endorsed by Council in 2019 and 2022 respectively.</li> <li>Software still required to maintain asset inventory, conditions and service levels (risk), replacement costs and financing.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Improve the coordination, sequencing and leveraging of the capital projects</li> </ul>	<ul style="list-style-type: none"> <li>Improvements related to coordination/timing will be realized as our asset management program matures and well defined master plans are created.</li> <li>This information will be used to map out in tentative 10 year capital plans/budget in order to make "smart" capital investments.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Ensure new infrastructure needed to support growth is paid for by new development through updates to the Development Charges By-law</li> </ul>	<ul style="list-style-type: none"> <li>Investigate appropriate DC indexing, fewer discretionary exemptions, effects of 26.1 and 26.2 and new Section 37 (CBCs vs density bonus) to fund growth related projects.</li> </ul>	IN PROGRESS

## Ensure fiscal accountability and fact-based decision-making

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Investigate multi-year capital and operating budgets during this Council term</li> </ul>	<ul style="list-style-type: none"> <li>Multi-year budgeting requires complete AMP and overall plan as these are primary drivers of capital budget. Which in turn, operating dependent on asset life cycles and phase in of new services, plus forecasting of inflation and future contracts (i.e. labour, legislation, etc.).</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Review current funding and rates and fees models</li> </ul>	<ul style="list-style-type: none"> <li>2022 increased utility rates, based on 2021 water rate study, to recommended reserve contributions.</li> <li>Need to increase user fees such as recreation, likely budget engagement feedback (i.e. tax vs user fees).</li> <li>Cemetery keeps pace, follow BAO recommendation.</li> </ul>	IN PROGRESS

# Responsible & Transparent Financial Management



**Inform residents about how tax dollars are spent through increased transparency in government spending, budgets and decision-making**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Improve transparency around how Ontario Lottery &amp; 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</li> </ul>	<ul style="list-style-type: none"> <li>Report F-2019-45 and 2020-24 presented to Council Dec 10/19 and June 23/20 respectively, detailing how OLG spent since 2013. Interrupted during COVID, will resume in 2022 and post on website.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Develop an spending allocation plan/policy for use of OLG funds</li> </ul>	<ul style="list-style-type: none"> <li>In 2022 reduced operating funding according to Council commitment.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Improve the budget engagement process through our public engagement platform's budget allocator tool, as one of many methods of engagement on the budget.</li> </ul>	<ul style="list-style-type: none"> <li>2022 resumed a budget engagement with new CAO. Maybe more scientific results with annual refinement.</li> <li>2022 results helped reestablish P&amp;I rate, justification for user fee increases.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Continue to monitor the new Municipal Accommodation Tax</li> </ul>	<ul style="list-style-type: none"> <li>New system in place to enforce bylaw and increase compliance after COVID complications. VRUs and B&amp;Bs to comply, need bylaw to enforce licensing. Next steps to audit/review using internal or external resources.</li> </ul>	IN PROGRESS

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

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Focus procurement practices on achieving best value in a transparent way through the implementation of new procurement policies and an electronic bidding system</li> </ul>	<ul style="list-style-type: none"> <li>Procurement policy updated in 2021 needs refreshing to incorporate organizational changes. Electronic bidding system working out the legal details on documents and working on site setup. Planning to go live in early 2023.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Plan and manage debt through an updated debt management plan</li> </ul>	<ul style="list-style-type: none"> <li>Presented and passed by council in 2022.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Proactively apply for public sector funding and pursue private sector partnerships as opportunities arise</li> </ul>	<ul style="list-style-type: none"> <li>Each department proactively pursues funding (i.e. FEDDEV, provincial, etc.). Finance assists with applications. The finance department was heavily involved with the operating pressures of COVID, MTO and MMAH funding.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Update and create new financial policies</li> </ul>	<ul style="list-style-type: none"> <li>Only debt management and capital funding and investment policies completed. Budget and reserve policies are to be developed with new ERPs and AMPs.</li> </ul>	IN PROGRESS



## *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



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

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Develop master plans for infrastructure servicing</li> </ul>	<ul style="list-style-type: none"> <li>Master Drainage Plan is complete. Water Model and Wastewater Models are complete. Master Plans to proceed in 2023.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Develop and implement a strategy for reducing water losses and establish a program for water meter replacement, using best practices</li> </ul>	<ul style="list-style-type: none"> <li>Completed the Residential Water Meter Replacement Program in 2022.</li> <li>In 2019 implemented an annual water audit and water loss report, reported annually to Council with the Drinking Water report.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Implement the Pollution Control Plan Update Study recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Multi-year program that is a large driver of the capital budget (combined sewer separation).</li> <li>Ongoing work to implement the operational recommendations.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Complete the Silvertown functional servicing study</li> </ul>	<ul style="list-style-type: none"> <li>Study commenced in 2021 and is expected to be complete in 2022.</li> </ul>	IN PROGRESS

Design and build high-quality and long-lasting infrastructure to serve the community

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Update and consolidate the City's municipal standards</li> </ul>	<ul style="list-style-type: none"> <li>Update is underway, with incorporation of Low Impact Design (LID) best practices and climate change resiliency updates.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Explore emerging technologies and best practices to build infrastructure better and cheaper, such as trenchless sewer rehabilitation and echelon paving</li> </ul>	<ul style="list-style-type: none"> <li>3-year trenchless cured-in-place sewer pipe rehabilitation program was launched in 2020. Additional initiatives are being explored including maintenance hole adjustment methods and pavement rehab options.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Assess the condition, historical significance, long-term usefulness and viability of City facilities and buildings               <ul style="list-style-type: none"> <li>A) Complete the Site Location Optimization Study for a new Service Centre</li> <li>B) Undertake demolition of aging and unsustainable city owned buildings and structures</li> <li>C) Address surplus city facilities</li> <li>D) Create a Civic Campus around City Hall and the Wayne Thomson Building (4343 Morrison Street)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A) Study was completed in 2019 with an addendum in 2020. Recommendation for an 18 acre site with access to the south and west ends of the City.</li> <li>B) Draft building condition reports have been completed.</li> <li>C) Review is underway.</li> </ul>	PARTIALLY ACCOMPLISHED

# Strong & Resilient Infrastructure



Maintain the City's built infrastructure in a reliable, environmentally friendly, and cost-efficient way

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Use new technologies and approaches to direct our infrastructure maintenance and repair dollars most wisely</li> </ul>	<ul style="list-style-type: none"> <li>Asset management plan was completed and has established priorities for core assets based on risk.</li> <li>Sewer rehabilitation using cured-in-place pipe.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Continue to implement a preventative maintenance program for all city facilities</li> </ul>	<ul style="list-style-type: none"> <li>A preventative maintenance program has been implemented for all city facilities and will continue to be refined.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Properly maintain City streets through programs such as the Weed Warriors and the Pothole program</li> </ul>	<ul style="list-style-type: none"> <li>Weed control program has been firmly established through the purchase and deployment of a steamer and seasonal workforce. Pothole program continues annually with ongoing tweaks for pothole reporting.</li> </ul>	ACCOMPLISHED

Continually monitor and evaluate infrastructure age and condition to ensure financial sustainability of long-term plans for infrastructure renewal

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Ensure City infrastructure is in good condition through initiatives like the sewer condition CCTV program and the Niagara Falls State of Good Repair Program</li> </ul>	<ul style="list-style-type: none"> <li>Sewer CCTV program has inspected over 75 percent of city sewers - many for the first time. Transitioning to an annual program.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Undertake detailed investigations to identify where wet flows are entering the sewers and repair the leaks</li> </ul>	<ul style="list-style-type: none"> <li>Major investigations completed in Chippawa, resulting in targeted improvements for sewer lining and catchbasin re-direction. Other areas of the City to follow in a multi-year approach.</li> <li>Wet Weather Management Strategy to be performed in order to prioritize locations of improvements based on risk and cost.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Undertake the Sanitary Network Condition Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Completed through contract, with follow-up inspections underway. Will transition to an annual program in the operating budget.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Continue the South Niagara Falls Infiltration &amp; Inflow Monitoring Study to identify and quantify sources of wet weather flow tributary to the High Lift Sewage Pumping Station</li> </ul>	<ul style="list-style-type: none"> <li>Program was completed using smoke testing, flow monitoring and visual inspections. Resulted in targeted improvements for sewer lining and catchbasin re-direction. Other areas of the City to follow in a multi-year approach.</li> </ul>	ACCOMPLISHED

# 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**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Update the storm intensity-duration frequency relationship to determine new standard for storm sewer design</li> </ul>	<ul style="list-style-type: none"> <li>Master Drainage Plan identified a built-in buffer due to conservative IDF relationship. Recommendation to increase standard by 15% will be incorporated in the municipal standards update underway.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Develop a Climate Change Adaptation Plan to understand the vulnerabilities, and manage impacts, risks, &amp; opportunities posed by a changing climate</li> </ul>	<ul style="list-style-type: none"> <li>Climate Adaptation Plan was prepared with the assistance with Niagara Adapts. Adopted by Council in 2021.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Continue the WRAP program to assist with changing climate impacts to wet weather and basement flooding</li> </ul>	<ul style="list-style-type: none"> <li>Weeping Tile Removal Assistance Program (WRAP) successfully continues, with ongoing funding in the operating budget.</li> </ul>	ACCOMPLISHED

**Work in close cooperation with partners such as the Niagara Region and Niagara Parks Commission to complete critical infrastructure projects**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Roundabout construction to be complete in late August.</li> <li>Bridge Street EA underway.</li> <li>Thorold Stone Road Extension in the detailed design phase.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Niagara South Sewage Treatment Plant</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing participation in stakeholder consultation. Expected to be in-service in 2027.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Reconstruction of Drummond and McLeod Road</li> </ul>	<ul style="list-style-type: none"> <li>Drummond Road under construction presently for the first of three phases.</li> <li>Niagara Region is finalizing plans for McLeod Road between QEW and Stanley Avenue.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Bridge Street Reconstruction and multi-modal hub initiatives and improvements</li> </ul>	<ul style="list-style-type: none"> <li>EA underway.</li> <li>City has completed the Record of Site Condition for the former transit site.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Whirlpool Road Roundabout</li> </ul>	<ul style="list-style-type: none"> <li>First phase has been completed. Roundabout to be cost-shared 50/50 with the Niagara Parks.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Montrose Road Environmental Assessment and improvements to service the Niagara South Hospital</li> </ul>	<ul style="list-style-type: none"> <li>EA was completed in 2022. City watermain looping on Reixinger Road is underway, and all City road works are incorporated in the Regional-led project.</li> </ul>	ACCOMPLISHED





## *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



**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**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• <b>Prepare a Workforce Strategy focused on attracting and retaining good employees in a declining labour market</b></li> </ul>	<ul style="list-style-type: none"> <li>• The City has become more strategic in its attraction and retention programs through various initiatives (ie. Non-Union Bylaw Changes, Revised Non-Union Salary Bands etc).</li> <li>• Both 2021 and 2022, resulted in some very successful recruitment of key Senior Leadership Positions.             <ul style="list-style-type: none"> <li>◦ Hiring of new CAO in 2021.</li> <li>◦ Hiring of a new City Planner in 2022.</li> <li>◦ Hiring of a new City Solicitor in 2022.</li> <li>◦ Hiring of a new GM of Corporate Services in 2022.</li> </ul> </li> <li>• Once results of the employee engagement survey are complete, a more comprehensive Workforce/People Plan will be drafted.</li> </ul>	<p><b>IN PROGRESS</b></p>
<ul style="list-style-type: none"> <li>• <b>Create a dynamic and flexible workplace that is adaptable to the changing needs of both current and future employees</b></li> </ul>	<ul style="list-style-type: none"> <li>• During the Covid-19 Pandemic, HR made significant changes to its Working Remotely from Home Policy. These adaptive changes have proven to be very successful both during a pandemic and on a move forward basis.</li> <li>• The City is also currently examining have touch-down office spaces for those who can work partially from home.</li> <li>• Corporate Policy for Working Remotely from Home was revised, and new corporate guidelines were established.</li> </ul>	<p><b>IN PROGRESS</b></p>
<ul style="list-style-type: none"> <li>• <b>Undertake a staff training needs assessment for the corporation</b></li> </ul>	<ul style="list-style-type: none"> <li>• The City has engaged the professional consulting services of McLean and Company. They will be conducting a full employee engagement survey in October 2022. Part of the survey will be assessing the training needs of our staff among many other important items such as the Diversity, Equality and Inclusion needs of our staff as well.             <ul style="list-style-type: none"> <li>◦ Project commenced in July 2022 and is anticipated to be completed late Fall 2022.</li> </ul> </li> </ul>	<p><b>IN PROGRESS</b></p>
<ul style="list-style-type: none"> <li>• <b>Make strategic decisions about our long-term space needs to accommodate services and staff</b></li> </ul>	<ul style="list-style-type: none"> <li>• The City has established an ad-hoc committee which HR, Info Systems, Facilities and Procurement are a part of and will be making recommendations to the Corporate Leadership Team (CLT).</li> <li>• At present, Senior Leadership Team (SLT) is determining which departments can work from home on a regular basis. This will assist in establishing some general "Touchdown Office Workspaces" on a move forward basis.</li> </ul>	<p><b>IN PROGRESS</b></p>

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# Engaging & Accountable Government



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**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**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• <b>Develop mechanisms to promote, and indicators to measure, an engaged, safe, innovative, and involved work force</b></li> </ul>	<ul style="list-style-type: none"> <li>• The City launched its new Performance Appraisal Management Program with its Non-Union staff in 2019-2020.               <ul style="list-style-type: none"> <li>◦ The program has served to be beneficial in establishing key corporate performance indicators as all staff are required to create 1-2 SMART Goals. The SMART Goals established are aimed at supporting the City's Strategic Priorities.</li> </ul> </li> <li>• Staff will also be facilitating a Corporate-wide employee engagement survey in the Fall of 2022.</li> <li>• Establishment of a corporate Emergency Operations Committee (EOC) to take the lead of overseeing key operational issues during the Covid-19 Pandemic.</li> </ul>	<p><b>IN PROGRESS</b></p>
<ul style="list-style-type: none"> <li>• <b>Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust</b> <ul style="list-style-type: none"> <li>◦ <b>Strengthen employee engagement</b></li> <li>◦ <b>Improve the on-boarding process</b></li> <li>◦ <b>Continue to integrate the City's Corporate Values into all Human Resources systems -recruitment, hiring, promotion, training priorities, and leadership development</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Some key Corporate Policies were established during this Council Term which include the following:               <ul style="list-style-type: none"> <li>◦ Social Media Policy</li> <li>◦ Council / Staff Relations</li> <li>◦ Working Remotely from Home</li> <li>◦ Diversity, Inclusion and Anti-Racism &amp; Discrimination</li> <li>◦ Disconnect from Work Policy</li> <li>◦ Covid-19 Workplace Vaccination Policy</li> </ul> </li> <li>• The City continues to integrate its Corporate Values (Accountability, Leadership, Teamwork and Respect), into its recruitment strategies when hiring and onboarding new staff.</li> <li>• The City has formalized new training and development mandates for all new hires which include (Human Rights, Diversity and Inclusion, Anti-Racism, as well as Truth and Reconciliation) training for all new hires.</li> </ul>	<p><b>IN PROGRESS</b></p>



# 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**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Define levels of service across the corporation, and refine and update policies</li> </ul>	<ul style="list-style-type: none"> <li>With the anticipated Regionalization of Transit Services, the City facilitated a re-structure of the Transportation Services Department in 2020. This restructure was very timely and served very helpful for the upcoming Transit Regionalization which will take effect at the end of 2022.               <ul style="list-style-type: none"> <li>Transportation, Parking &amp; Traffic and School Crossing Guards divisions now fall under the Municipal Works Department.</li> <li>Transit Services is now a stand-alone division which will dissolve at the end of 2022.</li> </ul> </li> <li>Revision of Current Policies and adoption of new corporate policies were done throughout this Council Term. In addition, we also adopted Flexible Working Arrangements during this Council Term to assist with provide consistent service levels across the organization.</li> <li>We have also adjusted staffing levels within Recreation &amp; Culture to ensure appropriate service levels at the MacBain Community Centre and the new Exchange Facility at the Niagara Falls History Museum.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Ensure that the City's organizational structure is appropriate and effective</li> </ul>	<ul style="list-style-type: none"> <li>In addition to changes made with restructuring Transportation Services, similar changes were made Corporately in the summer of 2022.</li> <li>This included the creation of four (4) General Manager Portfolios.               <ul style="list-style-type: none"> <li>Municipal Works</li> <li>Planning, Building &amp; Development</li> <li>Recreation &amp; Culture</li> <li>Corporate Services</li> </ul> </li> <li>Further, important Organizational changes were made with our Facilities and Cemeteries Division. Both Facilities and Cemeteries now report under our Recreation and Culture Department.</li> <li>All 4 General Manager Departments and the offloading of Transit to the Region will be fully implemented before the end of December 2022.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Transform service delivery through technology and innovation that supports seamless customer service, constant innovation, and enhances information security and privacy</li> </ul>	<ul style="list-style-type: none"> <li>As part of the City's cyber-security audit, in Spring of 2022, the corporation had all staff with a login/email address complete Cyber Security training. Training focused on educating employees on how to protect their credentials and computer system.</li> </ul>	IN PROGRESS

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# 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**

...CONTINUED

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Explore partnership opportunities with other levels of government, public and private organizations and service organizations to deliver optimal services and programs to our residents</li> </ul>	<ul style="list-style-type: none"> <li>• Niagara Falls Transit Services, in partnership with the City of Welland Transit Services and St. Catharines Transit Commission will be fully integrated into one large Regionalized Transit service provider. This new entity will be call Niagara Regional Transit Commission.               <ul style="list-style-type: none"> <li>◦ Niagara Regional Transit will be fully operational on January 1, 2023.</li> </ul> </li> <li>• The City worked with the Region of Niagara Public Health Dept during the Covid-19 Pandemic. Had staff re-deployed at various locations across the Region to assist with screening at Vaccination Clinics and ensure continued employment.               <ul style="list-style-type: none"> <li>◦ This shared service was completed throughout 2020 and 2021</li> </ul> </li> <li>• We have also explored the potential opportunity of shared services among the procurement of Health / Wellness Benefits with the Region.               <ul style="list-style-type: none"> <li>◦ This idea is still being discussed and explored by staff.</li> </ul> </li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Prepare program and service specific strategies to improve effectiveness and efficiency               <ul style="list-style-type: none"> <li>◦ A) Undertake process improvement exercises</li> <li>◦ B) Update the Retention By-law and develop a records management process</li> <li>◦ C) Develop a comprehensive delegation of authority By-law and policies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A) Through HR's internal leadership program, a team of talented next generation municipal leaders at the Management/Supervisory level worked with the Senior Leadership Team to establish and formalize the new Non-Union Pay for Performance Appraisal Program. Program was successfully launched in 2019 and remains current.</li> <li>• B) Staff have evaluated the current process, provided suggestions, and have developed a trajectory. Steps have been taken to implement a new Records Retention By-law with an intended implementation of 2023.</li> <li>• C) This will require additional departments within the City to also take part in the initiative to ensure a comprehensive implementation plan through training and the development of digital programs.</li> </ul>	IN PROGRESS

# Engaging & Accountable Government



## Promote open, transparent, accountable and collaborative government

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Introduce a new procedural By-law to ensure effective and efficient Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>Amendments have been made throughout this term of Council to the Procedure By-law.               <ul style="list-style-type: none"> <li>Staff created new procedural bylaw (January 2019), and corporate policy (Council / Staff Relations), which was approved by Council February 26, 2019.</li> </ul> </li> <li>An updated and reviewed by-law will be introduced to the next term of Council. This will incorporate amendments and updates to better assist with the meeting process.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Review the current Council Code of Conduct to include more mediation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Amendments have been made throughout this current term of Council.</li> <li>The updated and reviewed Code of Conduct will be circulated to the next term of Council for approval.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Encourage open government by developing additional supporting policies, including a Whistleblower Policy</li> </ul>	<ul style="list-style-type: none"> <li>In addition to developing various new corporate policies to support Open Government during this Council Term, staff also examined additional policies such as Whistleblowing.</li> <li>After review and discussion, staff advised that the City's current Code of Ethics/Conduct (Conflict of Interest) policy (400.35) does address matters such as Whistleblowing (Section 5.5)</li> </ul>	ACCOMPLISHED

## Deliver great customer service experiences to our residents, businesses, and visitors

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Develop a Customer Service Plan that includes reviewing customer service delivery trends, mapping customer journeys and identifying innovative ideas to improve our customer service</li> </ul>	<ul style="list-style-type: none"> <li>Review of trends and current customer service provision complete. Customer service software investigation and pilot project planning underway.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Explore innovative service delivery models and technology to enhance the delivery of City information and services across a variety of channels               <ul style="list-style-type: none"> <li>Improve access through web, phone, and in person</li> <li>Explore online business registration</li> <li>Expand payment options for the public</li> <li>Include additions to City Dashboard</li> <li>City policy library on website</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Throughout the Pandemic, HR had to adapt to conducting interviews and pre-employment testing virtually to ensure staffing levels for essential services was maintained.</li> <li>This change to virtual, post (State of Emergency) has served to be very beneficial and much more accessible to candidates during the recruitment phase.</li> <li>Remote Virtual Training for new and existing employees as well as Virtual Onboarding of new hires.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Enhance the use of performance metrics to assess results and program effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>HR conducts and assesses regular Corporate Metrics which include some of the following:               <ul style="list-style-type: none"> <li>Average Age of Staff</li> <li>Gender Breakdown of Staff</li> <li>Total Compliment</li> <li>Average Years of Service</li> <li>Absenteeism / Sick Days</li> <li>Overall Performance of Non-Union staff appraisals</li> </ul> </li> </ul>	IN PROGRESS



# 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

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Provide meaningful opportunities to participate in the democratic process               <ul style="list-style-type: none"> <li>◦ Increase public engagement in municipal issues with the continued implementation of our Community Engagement Framework and use of our engagement platform</li> <li>◦ Enable public involvement in decision-making where possible</li> <li>◦ Seek regular feedback from customers about City services and programs via surveys, online input, public meetings and/or social media</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Let's Talk Niagara Falls, our community engagement platform was used extensively throughout the pandemic and continues to be an integral part of communicating with the public.               <ul style="list-style-type: none"> <li>◦ 2022 has seen an increase in online engagements. There are currently 12 active Let's Talk pages.</li> </ul> </li> <li>• A number of surveys have been undertaken to engage the public, including:               <ul style="list-style-type: none"> <li>◦ Winter Maintenance</li> <li>◦ Budget Engagement</li> <li>◦ Trail Developments</li> </ul> </li> <li>• Online engagement has grown considerably over the past 4 years on the corporate social channels:               <ul style="list-style-type: none"> <li>◦ Facebook followers grew by 18,000</li> <li>◦ Instagram followers grew by 4,800</li> <li>◦ Twitter followers grew by 4,300</li> </ul> </li> <li>• To increase accessibility in the democratic process the 2022 Municipal and School Board Election have increased the number of Advanced Poll from five (5) to seven (7) dates and the introduction of Vote by Mail.</li> <li>• Council now has two (2) new Advisory Committees which are actively engaged in a variety of municipal matters.               <ul style="list-style-type: none"> <li>◦ 1. Diversity and Inclusion Advisory Committee</li> <li>◦ 2. Anti-Racism Advisory Committee</li> </ul> </li> </ul>	IN PROGRESS

Identify opportunities to improve municipal processes through a shared services model

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Introduce a municipal shared services initiative to identify and act on opportunities for improvements in the efficiency and effectiveness of services</li> </ul>	<ul style="list-style-type: none"> <li>• Regionalization of Transit Services               <ul style="list-style-type: none"> <li>◦ Takes effect on January 1, 2023.</li> </ul> </li> <li>• The City also joined the Coalition of Inclusive Municipalities with the Region of Niagara in 2020 in an effort to collectively address Diversity and Inclusion matters in Niagara.               <ul style="list-style-type: none"> <li>◦ August 2020 Council endorsed their support for (C.I.M.)</li> </ul> </li> </ul>	IN PROGRESS



# *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



## Ensure that residents have access to state-of-art health care facilities and qualified professionals

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Off-site Infrastructure works have been coordinated and supported by the City. Construction of the looping watermain is underway.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Support the provision of family physician and specialist resources to meet the needs of our community</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing recruitment of family physicians in conjunction with Niagara Region.</li> </ul>	IN PROGRESS

## Advocate for mental health services and publicly-funded addiction recovery options, and work to de-stigmatize mental health and addictions.

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Improve accessibility to mental health services in our community through advocating for localized services, outreach programs, and programming in schools</li> </ul>	<ul style="list-style-type: none"> <li>MYAC provided input to the Pathstone Mental Health Wellness Walls which are now located in Secondary and Elementary schools to ensure youth friendly language.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Encourage the Mayor's Youth Advisory Committee to continue to undertake youth mental wellness activities in the five high schools</li> </ul>	<ul style="list-style-type: none"> <li>MYAC created a Mental Health Sub Committee and planned and implemented several initiatives for high school students including an art contest, study night, etc.</li> </ul>	ACCOMPLISHED

## Provide inclusive services and facilities to respond to the growing needs of a diverse population

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Continue to strive to be a barrier-free community</li> </ul>	<ul style="list-style-type: none"> <li>All built infrastructure designs meet the AODA standards and regular updates are occurring with the Accessibility Advisory Committee.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Work collaboratively with the Niagara Falls Public Library to ensure appropriate provision of library service to meet the needs of the community</li> </ul>	<ul style="list-style-type: none"> <li>R&amp;C staff are reviewing existing City and library programs to ensure there is not duplication. Program gaps will be addressed through discussions with stakeholders as to who and where the program should be provided.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Utilize events and placemaking to facilitate natural interactions among community members to develop connections and build relationships</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of outdoor rink volunteer program, addition of tobogganing and s'more fun days, and continual updates to parks and trails.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Strengthen, expand and recognize the volunteer sector</li> </ul>	<ul style="list-style-type: none"> <li>Developing a volunteer program for R&amp;C events and programs.</li> </ul>	IN PROGRESS



# Healthy, Safe, & Livable Community



**Provide opportunities for residents to remain connected and engaged, enjoy good health and participate fully in the community**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Promote active aging through the new senior's advisory committee, the City's liaison for residents, and local community groups on age-friendly issues</li> </ul>	<ul style="list-style-type: none"> <li>Developed the Seniors Advisory Committee (SAC) to provide input on older adult issues.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Older Adults programming has been moved to the MacBain community Centre. New programs such as pickleball have been a success.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Design infrastructure with consideration to the needs of an aging population</li> </ul>	<ul style="list-style-type: none"> <li>Accommodating a wide range of ability levels is always a consideration for parks, trails, sidewalks and playgrounds.</li> <li>Access to critical infrastructure (water, sewer, sidewalks, roads) is reviewed from a risk lens, with higher priorities given to infrastructure that services vulnerable populations. For example, looping of the watermain under the QEW on Oakwood Drive in 2021 now provides a greater security of supply for the two seniors homes (Oakwood Park Lodge &amp; Millennium Trail Manner).</li> <li>SAC provides input into design ideas such as additional curb cuts and more benches along sidewalks.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Increase City cost-saving initiatives for low-income seniors</li> </ul>	<ul style="list-style-type: none"> <li>Annual water and tax rebate programs in place.</li> </ul>	IN PROGRESS

**Ensure that Niagara Falls is a safe community and residents receive timely access to emergency services and supports**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Provide Fire services and resources to safely meet community need               <ul style="list-style-type: none"> <li>A) Construct and staff Fire Station 7 in Spring 2021</li> <li>B) Construct a boat house along the Welland River to reduce times for water rescues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A) Station 7 opened on May 3, 2021</li> <li>B) Delayed due to COVID-19 pandemic. Ongoing conversations taking place with City staff.</li> </ul>	PARTIALLY ACCOMPLISHED

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# Healthy, Safe, & Livable Community

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**Ensure that Niagara Falls is a safe community and residents receive timely access to emergency services and supports**

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Strengthen the City's emergency management capabilities               <ul style="list-style-type: none"> <li>A) Emergency management practices are included as part of city planning and programming</li> <li>B) Ensure emergency plans are up-to-date and tested on a regular basis</li> <li>C) Increase Public awareness activities and investigate a public notification system</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A) Compliant with the Emergency Management and Civil Protection Act in 2021.</li> <li>B) Emergency Operation Centre Planning meeting held on March 24/22. Met Provincial compliance by reviewing Emergency Plan and H.I.R.A.</li> <li>C) Public Notification System - Alert Ready app through the federal government utilized.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>Ensure that the City is protected from cyber security attack</li> </ul>	<ul style="list-style-type: none"> <li>Through on-going research and technology upgrades, staff have been undertaken going through regular security updates. Staff training is ongoing and additional tools (backup, policies, managed detection and response software) are in the process of being implemented to further protect our networks from attack.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Extend safety to well-planned, maintained, and accessible streets, sidewalks and public buildings               <ul style="list-style-type: none"> <li>Explore safety measures to protect sidewalks and gathering places</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A review of barriers and special event safety precautions was initiated in 2019.</li> <li>Recommendations will be used to inform future road reconstruction projects, particularly in the tourist core.</li> <li>Further discussion is needed (post-Covid) in regard to temporary protections.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Create a more "climate-ready" built environment               <ul style="list-style-type: none"> <li>Provide community "cooling centers" on our increasing numbers of hot days</li> <li>Consider enhanced shade and cooling options in new facility and park design</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Park designs are including pavilions and additional tree plantings (e.g. Oakes Park). Budget allocations for shade structures have been made for MacBain Skatepark.</li> <li>During the COVID pandemic cooling and warming centres were implemented at the NF Library - Victoria Avenue, the Gale Centre and NF History Museum. With facilities open all R&amp;C facilities and Library locations are cooling and warming stations.</li> </ul>	IN PROGRESS

# Healthy, Safe, & Livable Community



Foster healthy lifestyles through planning for and providing a range of accessible and affordable recreation facilities, events and opportunities

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Ensure planning of recreation and culture facilities and opportunities will meet the needs of our growing and increasingly diverse population               <ul style="list-style-type: none"> <li>◦ 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</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Recreation &amp; Culture and the Municipal Works Department completed a Ten-Year Recreation Culture and Parks Plan in spring 2021. The initiatives will be implemented over the next ten years, 2021 – 2031.</li> <li>• In the process of an environmental scan of recreation programs for different age groups and will engage the community for input regarding programming needs.</li> </ul>	ACCOMPLISHED
<ul style="list-style-type: none"> <li>• Advance quality and affordable recreation opportunities and projects to ensure significant and active use of public spaces, both indoor and outdoor               <ul style="list-style-type: none"> <li>◦ Implement and further promote online recreation registration options</li> <li>◦ Explore opportunities for public waterfront access</li> <li>◦ Investigate innovative recreational choices such as natural play spaces and additional outdoor fitness equipment</li> <li>◦ Continue the “Operation Awesome Playground” play structure replacement program</li> <li>◦ Implement the recommendations of the Tennis and Basketball Service Delivery Review</li> <li>◦ Integrate interactive fitness equipment in facilities and on trails</li> <li>◦ Undertake a review of recreational facilities conditions to ensure sustainability</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chippawa waterfront plan requires funding, but was supported by Council in principle.</li> <li>• Public waterfront access and natural play spaces will be explored during the next 2 – 5 years.</li> <li>• Outdoor fitness equipment and natural play are included in the RC&amp;P Plan. Implementation of the second outdoor fitness stations along Millennium Trail Section 2 is underway.</li> <li>• Operation Awesome Playground continues with over 40 playgrounds installed since 2017.</li> <li>• Tennis and Basketball court improvements are continuing, with a total of 9 new courts at 6 parks in 2022.</li> <li>• With the re-opening of the MacBain Community Centre staff have developed and communicated new recreation opportunities for all ages. Online registration is available for all registered programs.</li> </ul>	IN PROGRESS

Continue to build and maintain an off-road city-wide trail system that is safe, easy to navigate, and enjoyable to use

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>• Improve pedestrian and cyclist safety and enjoyment by creating a defined and continuous system of pathways throughout the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Major investments in the Millennium Trail including: Completion of Section 2, Section 5, and the crossing of the Whirlpool Road Bridge over the OPG canal. Work continues on the remaining trail connections.</li> <li>• Initiation of the NS&amp;T trail, with implementation planned over the next 5 years.</li> <li>• Longer-term recommendations are expected upon completion of the Active Transportation Master Plan.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>• Deliver high quality trails               <ul style="list-style-type: none"> <li>◦ Complete the Millennium Trail</li> <li>◦ Begin implementation of the NS&amp;T Trail</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Section 5, 2, and bridge over the OPG canal was completed.</li> <li>• NS&amp;T trail preliminary design is underway.</li> </ul>	ACCOMPLISHED



# 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

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Implement the construction of the Culture Hub and Market as the new heart for culture and community in the historic Main &amp; Ferry area, dedicated to arts, cultural engagement, and market activity with additional publicly accessible space for community gatherings</li> </ul>	<ul style="list-style-type: none"> <li>Construction is ongoing. Started in November 2020, anticipated substantial completion is January 4, 2023 with the Audio/Visual being delayed until March 2023 due to supply chain issues.</li> </ul>	<b>ACCOMPLISHED</b> 80%
<ul style="list-style-type: none"> <li>Increase and strengthen communication within and about the arts, culture, and heritage sector</li> <li>Invest in and create interpretative and public art experiences that illuminate City's history, spark reflection and dialogue, and enhance daily life</li> <li>Complete implementation of the Battlefield Master Plan             <ul style="list-style-type: none"> <li>Grow culture-led economic development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Public art experiences has occurred through many initiatives:             <ul style="list-style-type: none"> <li>The Play!Play!Play! initiative continues with pianos in various locations around the City painted by local artists and inspiring the joy of music.</li> <li>In 2021, the Urban Walls project looked at shifting some support to enhance downtown areas and provide space for public murals.</li> <li>In 2023, competitions for public art in front of the Exchange and two large digital murals were completed with installation in 2024.</li> <li>There has been no movement on the Battlefield Plan.</li> <li>The Cultural Development Fund continues to support local artists in a variety of ways to encourage the creative economy and creative events.</li> </ul> </li> </ul>	<b>IN PROGRESS</b>
<ul style="list-style-type: none"> <li>Promote culture as a key factor in economic development by helping attract talented, ambitious people to cities</li> </ul>	<ul style="list-style-type: none"> <li>Culture team continues to support and promote cultural events around the City.</li> <li>The soon to be launched Culture website will also provide space for community events to be promoted to locals and tourists</li> </ul>	<b>IN PROGRESS</b>

Maintain natural environments that foster healthy, sustainable communities for current and future generations

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change Adaptation Plan was presented to Council and approved in late 2021.</li> </ul>	<b>ACCOMPLISHED</b>

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# Healthy, Safe, & Livable Community



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## Maintain natural environments that foster healthy, sustainable communities for current and future generations

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Strengthen tree protection through species diversification and enhance our tree canopy               <ul style="list-style-type: none"> <li>Continue to implement the Woodlot Management Strategy</li> <li>Formalize a program to expand the city's tree canopy over 10 years to assist with climate change and beautification objectives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tree inventory update is underway.</li> <li>Approved species lists in Forestry Policy have been reviewed and updated.</li> <li>Implementation Strategy for the Climate Adaptation Plan includes additional action items related to forestry including the implementation of a Urban Forestry Management Plan.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Minimize our impact on the environment and contribute to reversing climate change               <ul style="list-style-type: none"> <li>Reduce use of fossil fuels and emissions through ecological new vehicle purchases such as electric cars</li> <li>Ban plastic straws at City facilities taking into consideration accessibility needs</li> <li>Encourage electric vehicle charging capacity in all new developments</li> <li>Review and implement energy conservation policies and green practices at City facilities</li> <li>Ensure new development, redevelopment and intensification preserve and contribute to quality green space</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Electric Vehicle feasibility study was completed through a partnership with PowerON (OPG subsidiary). Funding grant is being sought.</li> <li>Action item list is under development as part of the Climate Adaptation Implementation Plan.</li> </ul>	IN PROGRESS

## Address issues relating to property standards to help to beautify our community

PRIORITY	UPDATE	STATUS
<ul style="list-style-type: none"> <li>Enforce property standards with a focus on unsightly, neglected and derelict buildings</li> </ul>	<ul style="list-style-type: none"> <li>The Municipal Enforcement Department has issued in excess of 1000 property standards and various bylaw related Orders and Notices and brought various zoned properties throughout the community into compliance with applicable law. Worked closely to assist various BIA groups and stakeholders to identify and resolve concerns within their areas.</li> <li>Implemented the new Licensing by-laws with VRU and B &amp; B related businesses. Currently utilizing those by-laws to achieve compliance through the Ontario Courts of Justice system.</li> </ul>	IN PROGRESS
<ul style="list-style-type: none"> <li>Institute a program to ensure weed free city streets and graffiti free public spaces</li> </ul>	<ul style="list-style-type: none"> <li>Procurement of a "steamer" in 2022 for environmentally friendly weed removal and graffiti removal in public spaces.</li> <li>Efficacy is under review for future expansion of equipment and manpower dedicated to this initiative.</li> </ul>	IN PROGRESS