



2019-2022 Regional Council
Draft Strategic Plan

2015-2018 Council Strategy & Projects



Niagara Regional Council established the following strategic priorities to enable a more prosperous Niagara.

- Moving People and Goods**
 With strong linkages between all modes of transportation
- Fostering Innovation, Investment and Entrepreneurship**
 With necessary infrastructure
- Building a Labour-ready Workforce**
 With unique skills and training to stay ahead of the competition
- Positioning Niagara Globally**
 By diversifying population, economy and opportunities
- Doing Business Differently**
 With strategies that foster economic prosperity in Niagara
- Advancing Organizational Excellence**
 By building upon our strong internal foundation



Economic Prosperity Dashboard

Six performance dials will measure outcomes and track our progress

[View dashboard](#)

Strategic Priorities Implementation Plan



[Download plan](#)
 Projects initiated to advance Council's strategic priorities

COUNCIL PRIORITY PROJECTS PROGRESS REPORT																	
Moving People And Goods			Investment, Innovation, and Entrepreneurship			Labour Ready Workforce			Positioning Niagara Globally			Organizational Excellence			Doing Business Differently		
Time	Budget	Status	Time	Budget	Status	Time	Budget	Status	Time	Budget	Status	Time	Budget	Status	Time	Budget	Status
Hub and Transit Stations Study ⚠️ 🟢 🟢			Expedited Process for Development 🟢 🟢 🟢						Presence of at Least One Foreign Financial Institution in Niagara ⚠️ 🟢 🟡			Revenue Generation/Budget Review ⚠️ 🟢 🟢			Long-Term Care Home Redevelopment - ASD 🟢 🟢 🟢		
			Tourism Strategies ⚠️ 🟢 🟡									Procedural By-law Review 🟢 🟢 🟢			Social Housing ASD 🟢 🟢 🟢		
PROJECTS COMPLETE TO SCOPE AND/OR OPERATIONALIZED																	
Provincial Commitment to GO Rail Expansion ⚠️ 🟢 🟢			Southwestern Integrated Fibre Technology 🟢 🟢 🟢			"Bend the Curve" for Ontario Works Caseload 🟢 🟢 🟢			Strategy to Improve Niagara's Global Attractiveness 🟢 🟢 🟢			Enhanced Financial Management Service 🟢 🟢 🟢			"Niagara Week is Every Week" 🟢 🟢 🟢		
Provincial Commitment to Planning for NGTA ⚠️ ⚠️ ⚠️			Joint Economic Development Action Plan 🟢 🟢 🟢			Joint Strategy on Youth Retention with Post-Secondary Institutions (U40) 🟢 🟢 🟢			Federal Commitment to Foreign Trade Zone in Niagara 🟢 🟢 🟢			People Strategy 🟢 🟢 🟢					
Airport Study 🟢 🟢 🟢			Influence Provincial Plans 🟢 🟢 🟢									External Value for Money Audits 🟢 🟢 🟢					
Transportation Master Plan 🟢 🟢 🟢						Provincial Commitment to Increased Homelessness Funding 🟢 🟢 🟢			Net New Population Growth in Niagara of at Least 10,000 🟢 🟢 🟢			Comprehensive Asset Management Planning 🟢 🟢 🟢					
Inter-Municipal Transit ⚠️ ⚠️ 🟢												Committee Review 🟢 🟢 🟢					
Port Robinson Ferry 🟢 🟢 🟢												Customer Service Model 🟢 🟢 🟢					

Completion and status indicators accurate as of February 20, 2018

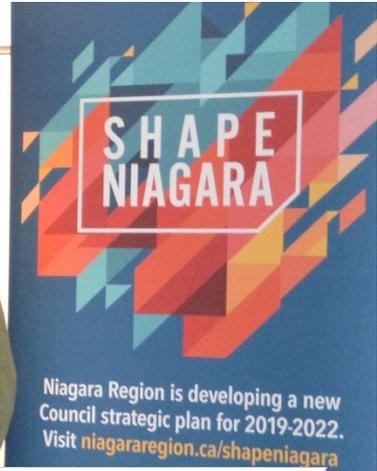
What Has Been Accomplished So Far?

- **March – August 2018: Community Engagement**
- **April 2, 2019: Presentation of Shape Niagara: *What We've Heard & Setting the Stage for Strategy* documents at COTW**
- **May 11, 2019: Council strategy **planning workshop****
 - Resulting in the creation of a draft strategic plan
- **June 20, 2019: Council **Approval of Strategy****

May 11th Strategy Planning Workshop







Respect, integrity among regional council's priorities

Regional politicians hold strategic planning session on weekend

NEWS May 12, 2019 by Allan Benner The St. Catharines Standard



Niagara Region councillors discuss priorities for this term of council during a strategic planning meeting Saturday. - Allan Benner, The St. Catharines Standard

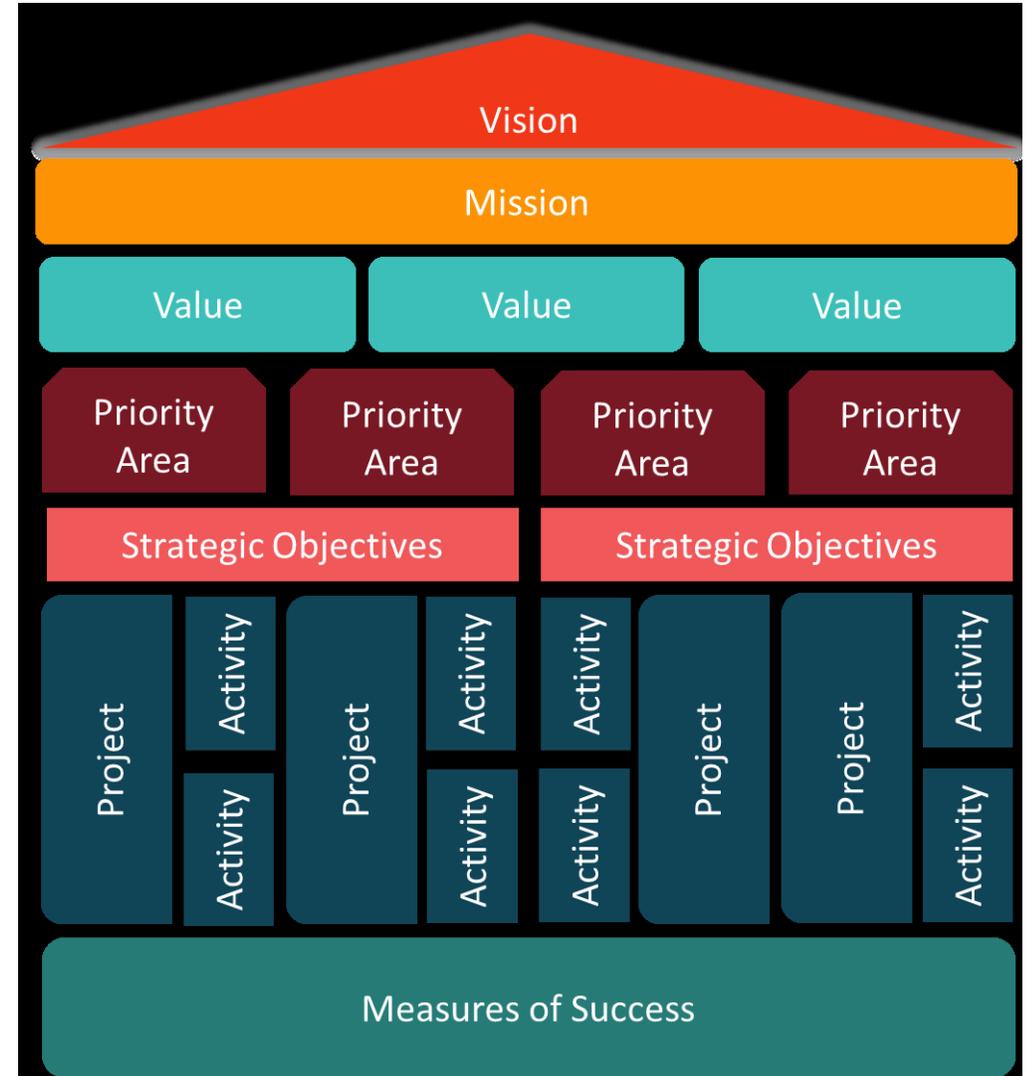
Priorities often taken for granted will instead be etched into a document to guide decision-making at Niagara Region for this term of council.

While focusing on priorities such as economic development and enhancing transit services, Niagara Regional Chair Jim Bradley said many of the roughly 20 councillors who attended a strategic planning session Saturday also discussed such principles as respect, honesty, integrity, accountability and transparency for the Region.

"It's important for everyone to have respect for the people we represent, respect for one another, for staff," Bradley said.

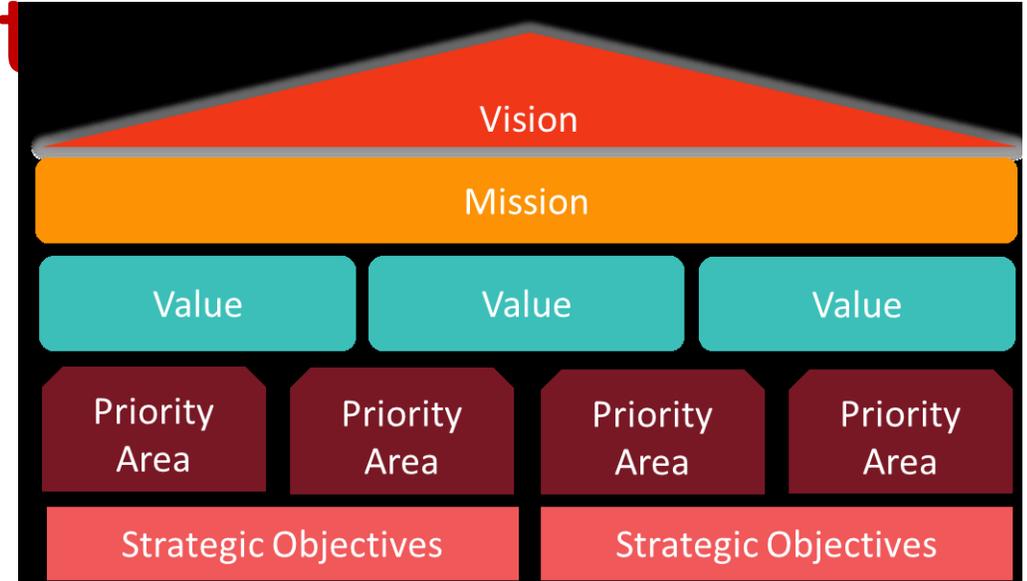


Strategy Framework



What Was Accomplished at the Workshop

- Redefined Niagara's Vision Mission & Values
- Identified Council's 2019-2022 Strategic Priorities
- Identified the objectives to achieve these priorities



A Renewed Regional Vision & Mission

Current Vision:

Niagara Region is a unified community of communities with diverse opportunities and qualities - together we strive for a better tomorrow.

Current Mission:

Niagara Region will serve its residents, businesses and visitors through leadership, partnership and the provision of effective and community focused services.

New Vision:

Niagara Region is a mosaic of diverse communities. We strive to achieve a prosperous, safe and inclusive community that embraces our natural spaces and promotes holistic wellbeing and quality of life.

New Mission:

Niagara Region will serve its residents, businesses and tourists through collaborative leadership, responsible policy and the provision of effective and community-focused services, while maintaining environmental and economic sustainability.

Updated Regional Values

Current Values:

- **We Show Respect**
We treat everyone equitably with compassion, sensitivity and respect.
- **We Serve Niagara**
We serve Niagara with pride, care and excellence.
- **We Value Honesty**
We value honesty, integrity and trust.
- **We Promote Choice**
We believe in social, environmental and economic choices that support our diverse community.
- **We Foster Partnerships**
We foster collaboration and value partnerships.

New Values:

- **Equity**
Inclusive, acting with compassion for the community
- **Innovation & Continuous Improvement**
Striving to improve through innovation, not limitation
- **Integrity**
Behaving ethically, and acting with respect, accountability and trust
- **Stewardship**
Working to consider long term consequences of actions, think broadly across issues and act responsibly
- **Foster Partnerships**
Building partnerships to leverage resources and talents

The Resulting Strategic Priorities

Priority 1: Supporting Businesses and Economic Growth

- A coordinated approach to fostering economic growth in Niagara.

Priority 2: Healthy and Vibrant Community

- Foster a high quality of life through safe, healthy, and inclusive neighbourhoods through the delivery of quality, affordable and accessible human services.

Priority 3: Responsible Growth and Infrastructure Planning

- Sustainable investments in transportation, transit and infrastructure, while aligning infrastructure planning with preservation of the natural environment.

Priority 4: Sustainable and Engaging Government

- A commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaborations with the community.

Priority 1: Supporting Businesses and Economic Growth

A coordinated approach to fostering economic growth in Niagara.

- **Objective 1.1:** *Economic Growth and Development*
- **Objective 1.2:** *Support Retention and Development of Skilled Labour Force*
- **Objective 1.3:** *Collaborative Approach to Business Growth and Retention*
- **Objective 1.4:** *Strategically Target Industry Sectors*

Priority 2: Healthy and Vibrant Community

Foster a high quality of life through safe, healthy, and inclusive neighbourhoods through the delivery of quality, affordable and accessible human services.

- **Objective 2.1:** *Enhance Community Wellbeing*
- **Objective 2.2:** *Mental Health and Wellbeing*
- **Objective 2.3:** *Addressing Affordable Housing Needs*

Priority 3: Responsible Growth and Infrastructure Planning

A Sustainable investments in transportation, transit and infrastructure, while aligning infrastructure planning with preservation of the natural environment.

- **Objective 3.1:** *Advancing Regional Transit and GO Rail Services*
- **Objective 3.2:** *Environmental Sustainability and Stewardship*
- **Objective 3.3:** *Maintain Existing Infrastructure*
- **Objective 3.4:** *Facilitating the Movement of People and Goods*

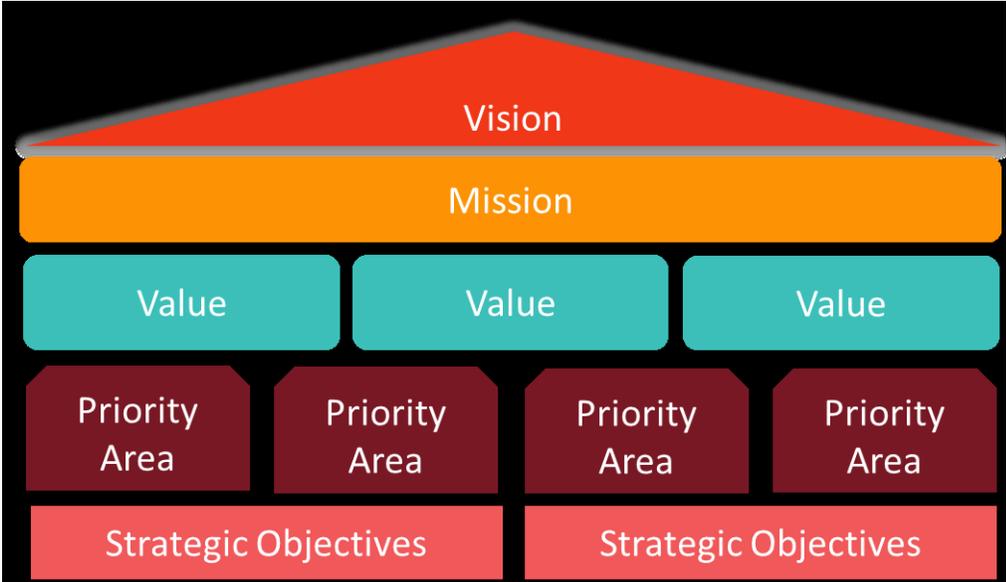
Priority 4: Sustainable and Engaging Government

A commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaborations with the community.

- **Objective 4.1:** *High quality, efficient and coordinated services*
- **Objective 4.2:** *Enhanced Communication*
- **Objective 4.3:** *Fiscally Sustainable*

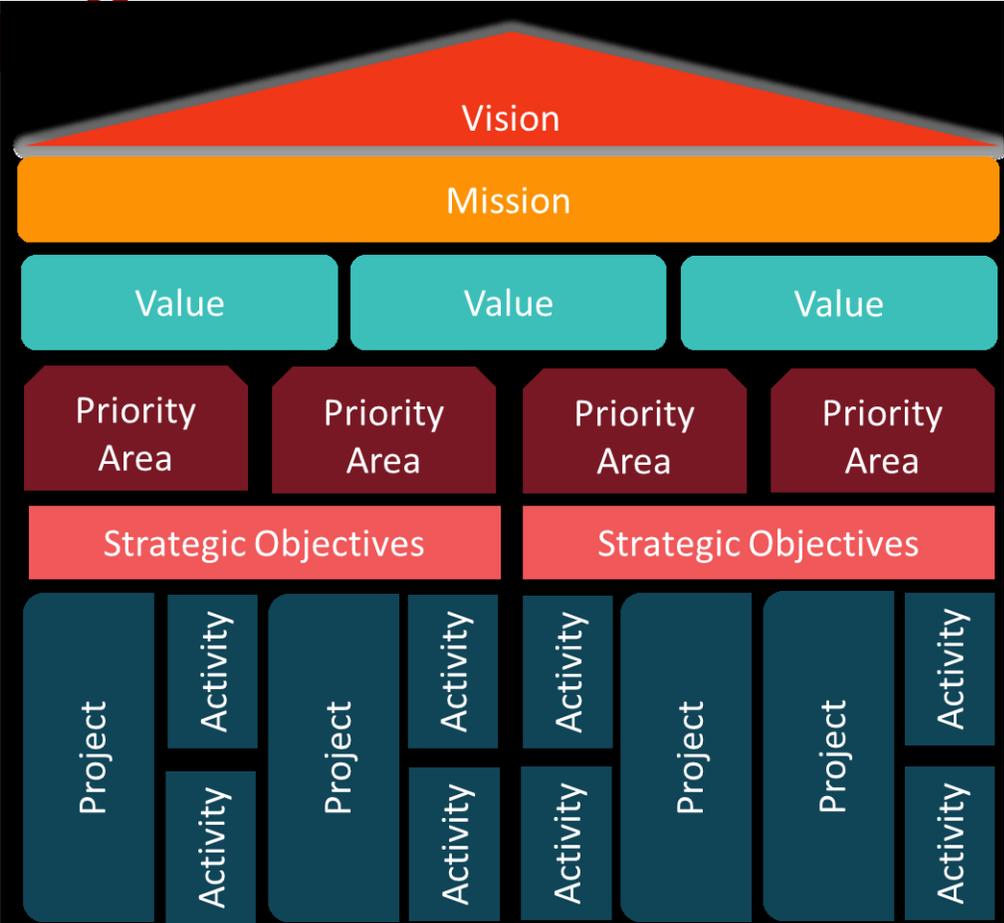
What We're Here to Finalize Today

Council Strategic Plan
June 20, 2019



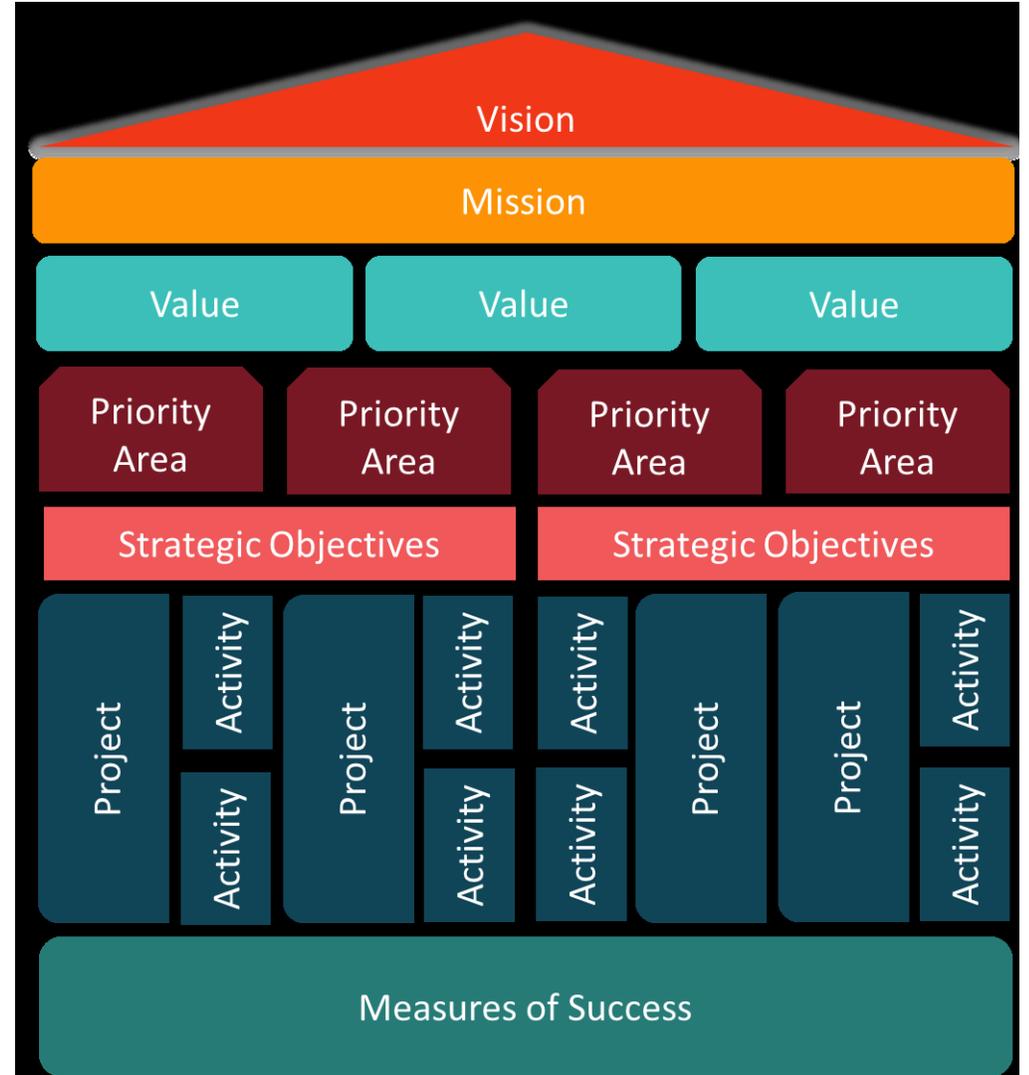
Where Do We Go From Here?

Implementation Plan
August 15, 2019



Demonstrating Success & Transparency

Project Tracking & Dashboard
Q4 2019



Thank You

