

# Niagara Region's 2019-2022 Draft Strategic Plan

## **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.

## **Mission:**

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

## **Corporate 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

## **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 (37 votes)**

A coordinated approach to fostering economic growth in Niagara.

### **Objective 1.1: Economic Growth and Development (10)**

- Enhancing integration with local area municipalities' economic development and planning departments to provide supports and improve interactions with businesses to expedite and navigate development processes
- Forward thinking approach to economic development in Niagara through long term strategic planning and leveraging partnerships with post secondary institutions

### **Objective 1.2: Support retention and development of skilled labour force (10)**

- Partner with all levels of education, private sector businesses and industry associations to advocate for skilled trade labour to address the workforce gap
- Explore the development of a regional talent network, and develop an advanced manufacturing workforce strategy for Niagara

### **Objective 1.3: Collaborative Approach to Business Growth and Retention (9)**

- Work collaboratively with local area municipalities to connect with existing businesses proactively to achieve long term economic success
- Work collaboratively with community organizations, post-secondary institutions and businesses to support research and technology facilities in the region that foster new business start-up opportunities

### **Objective 1.4: Strategically Target Industry Sectors (8)**

- Define Niagara's role in tourism including areas such as sport, eco, agricultural and culture tourism
- Through advocacy and collaboration with Tourism Partnership of Niagara, encourage visitors to spend more and stay longer, using an inclusive approach across all areas of the region
- Foster opportunities to drive economic diversity through value-add sectors such as agri-business

## **Priority 2: Healthy and Vibrant Community (37 votes)**

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

### **Objective 2.1: Enhance Community Wellbeing (16)**

- Foster safe and inclusive neighbourhoods and communities tied to a larger strategic Community Safety and Wellbeing strategy
- Drive positive and healthy early childhood education and experiences through the delivery of high quality and affordable child care services

- Increase the capacity of long-term care across the region to meet the needs of the aging population

**Objective 2.2: Mental Health and Wellbeing (14)**

- Support the health and wellbeing of the community by facilitating and advocating for access and timeliness of mental health services for all residents

**Objective 2.3: Addressing Affordable Housing Needs (7)**

- Retain, protect and increase the supply of affordable housing stock to provide a broad range of housing to meet the needs of the community
- Supporting clients through the stages of the housing continuum, towards more stable and permanent housing

**Priority 3: Responsible Growth and Infrastructure Planning (34 votes)**

Sustainable investments in transportation, transit and infrastructure; aligned with preservation of the natural environment.

**Objective 3.1: Advancing regional transit and GO Rail services (14)**

- Advancing and advocating for Niagara's effort towards integrated and efficient conventional, specialized and higher order transit, enabling seamless and connective travel for all people throughout Niagara and the GTHA

**Objective 3.2: Environmental sustainability and stewardship (14)**

- A holistic and flexible approach to environmental stewardship and consideration of the natural environment, such as in infrastructure, planning and development, aligned with a renewed Official Plan
- Driving environmental protection and addressing climate change such as through increasing waste diversion rates and reducing our carbon footprint

**Objective 3.3: Maintain Existing Infrastructure (5)**

- Sound asset management planning to ensure sustainable investments in the infrastructure needed to support existing residents and businesses, as well as future growth in Niagara.

**Objective 3.4: Facilitating the movement of people and goods (4)**

- Commitment to the implementation of Niagara's Transportation Master Plan, creating an integrated network of roads and highways for the movement of people and goods
- Advocacy and support for Niagara's transportation projects, safe and healthy streets supporting active transportation, and opportunities in rail

**Priority 4: Sustainable and Engaging Government (20 votes)**

A commitment to high quality, efficient, fiscally sustainable and coordinated core services through enhanced communication, partnerships and collaboration.

**Objective 4.1: High quality, efficient and coordinated core services (8)**

- Promote an organizational culture that values continuous improvement, collaboration, and innovation
- Explore cost-efficiencies through coordinated service delivery and collaboration with local area municipalities
- Commitment to customer focused services, improving access such as through digital and online service delivery
- Drive evidence informed decisions by building staff skills and capacity, and by making information and data accessible across the organization

**Objective 4.2: Enhanced Communication (6)**

- Increase public knowledge through education and promotion of Regional programs and services, initiatives and priorities. Focus on clear and consistent communication on Regional budget, activities and successes, in a simplified manner
- Strive to be inclusive and increase the reach of communications with the community and explore best practice multi-media approaches

**Objective 4.3: Fiscally Sustainable (6)**

- Build an adaptive environment that employs leading business practices, such as asset management, to foster financial stability in delivering critical infrastructure and services
- Explore opportunities for driving new revenues and generating business