

## Draft Corporate Implementation Plan

To action the approved 2019-2022 Council Strategic Plan.

### Priority 1: Supporting Businesses & Economic Growth

Priority Alignment	Project Name	Project Objectives	Anticipated Outcomes
1	Economic Development Long Term Strategy	Goal of the plan is to improve economic growth with a 20 year horizon, to inform decisions along the way and tie into other Regional plans. Partnering with post-secondary institutions, and informed by research and stakeholder consultations.	Garner buy-in from regional stakeholders, working together to achieve a unified vision Sustained regional growth in the long term
1	2021 Summer Games	Niagara Region selected as Host Community for the 2021 Canada Summer Games. Games will showcase Niagara's attributes while driving the development of sustainable infrastructure to be used now and for future recreation.	The games will establish a foundation for national and international elite sporting events for partner organizations Maximize economic impact by utilizing local suppliers and businesses Capitalize on opportunities for community benefits, ex. volunteers, artwork
1	Expand Broadband Infrastructure and Capacity [SWIFT]	Secure federal and provincial funding to improve Niagara's fibre technology infrastructure to prepare for 5G. Connects to the objectives outlined in the 5 year Economic Development strategy.	Increase connectivity of rural areas for residents and businesses, Support advancement of precision agriculture
1,2,3	Official Plan	The Niagara Official Plan is a long-range, policy planning document to shape Niagara's physical, economic and social development. Tied to 3 Strategic Priorities, the	Land Strategy: Increase competitiveness to attract investment, increase job creation, opportunity for higher paying jobs and skilled labour

		<p>components of the plan, as identified by Council, that align to the strategy's objectives include: Affordable Housing planning; a Land Strategy that will be designed to increase shovel ready lands for employment, and identify lands for an employment district to meet provincial requirements; and Environmental Sustainability which will update policies and mapping, create a strategy to protect biodiversity, address natural heritage, and develop a natural environment action strategy</p>	<p>Environmental Sustainability: Stabilization of natural spaces through enhancements or compensation (allowing removal and replacement of trees) Low impact development strategies Management of storm water</p>
<p><b>How else are we achieving this?</b></p> <p><b>Strategic Marketing</b> This is a core function of the Economic Development division. Conducting targeted marketing activities to position Niagara as a competitive location for business investment.</p> <p><b>Trade &amp; Investment</b> This is a core function of economic development. Promoting Niagara region through investment attraction and lead generation activities (investment missions) to strategically target sectors within specific geographies.</p> <p><b>Implement five-year Economic Development Strategy</b> As it relates to supporting business growth, employment lands, marketing Niagara region, streamlining planning processes, increasing Niagara's competitiveness, addressing workforce challenges with partners, advocacy for Niagara.</p> <p><b>Addressing the Skilled Labour Force Gap</b> A number of ministries trying to address this in many ways. The role of the Region is facilitation between partners such as Niagara College. A transformation of the employment business is expected based on Province direction. Our role may become clearer pending this information.</p>			

## Priority 2: Healthy & Vibrant Community

Objective Alignment	Project Name	Project Objectives	Anticipated Outcomes
2	Health Equity Informed Planning	By focusing on the implementation of the Health Equity Strategic Plan, broaden the scope to the corporation as a whole to identify opportunities such as defining priority populations, healthy community design or inequities in service access. Identify health and health equity impacts within projects through tactics such as, embedding in capital project business cases, e-scribe reports or through Environmental Assessments.	Increase access to health equity data and partnerships to drive decisions Increase consideration of health and health equity impacts in community and infrastructure design Greater organizational and public awareness of social determinants of health that impact individual health outcomes
2	Long-term Care Redevelopment	Two sites fully developed using a campus model with community elements. Creating and establishing opportunities for auxiliary services, compatible housing and compatible small commercial.	Develop best practice LTC facilities. Maximize value and yield of Regional assets for the benefit of the community at large.
2	Community Safety and Well-Being Plan	Development of a Community Safety and Wellbeing Plan as legislated under the Police Services Act. A cross-disciplinary approach, connecting police services, providers in health/mental health, education, community/social services and children/youth services and neighbourhood stakeholders as appropriate.	Making communities safer and healthier, often guided by four pillars: social development, prevention, risk intervention, and incident response
2	Mental Health Addictions and Systems Planning	Identify gaps within the Mental Health system to increase the functionality and collaboration within it. Partnering with the LHIN to review the local landscape to identify opportunities including for new investment.	Integrate and coordinate the mental health and addictions services through streamlining access to care, reducing repeat Emergency Department visits Decreasing admissions for mental health and addictions

			Decreasing wait times for service
2	Affordable Housing	Advance the Regional Affordable Housing Strategy through Niagara's updated Housing and Homelessness Action Plan. Further linking the plan to components of the Official Plan and strategic financial investments, in order to increase Niagara's access to affordable housing stock.	Increase supply of affordable housing (also linked to employment strategy to increase wages). Achievement of updated HHAP objectives and performance targets.
<b>How else are we achieving this?</b>			
<p><b>Parenting Strategy:</b> This strategy guides evidence-informed decision-making around how we support and engage parents and families in Niagara, using a social determinants of health lens to impact health equity, early childhood development, and the well-being of families.</p> <p><b>Early Childhood:</b> Supports for licensed childcare, and a system of services and supports for children and their families.</p> <p><b>Mental Health Promotion Strategy Implementation:</b> Building mental health literacy, reducing stigma, and ensuring that mental health promotion is embedded into all initiatives within Public Health.</p>			

### Priority 3: Growth and Infrastructure Planning

Priority Alignment	Project Name	Project Objectives	Anticipated Outcomes
3,2	GO Train Service Expansion	Promote and protect transit oriented development involving key transportation infrastructure projects adjacent and supportive of GO station locations across all four identified Niagara station sites. Increase service frequency and levels of weekday GO Train service.	Ridership growth Increased weekday train frequency/service levels Create station enabling infrastructure improvements (mobility hubs) Enable strategic station developments Increase access to service communities through bus-meets-train connectivity
3,2	Inter Municipal Transit	Operational harmonization and integration of local transit into a fully integrated transit system.	New transit governance model decided System connectivity of all 12 municipalities

		Governance review and modelling development in anticipation of a decision to transition to a new transit entity.	Ridership growth Consistency in service delivery across communities Increased service hours Significant customer experience improvements Fare technology and harmonization
3	Waste Management Strategy	Strategic waste management infrastructure planning to ensure resource recovery, sustainable long-term disposal infrastructure, and enhance revenue opportunities	Decrease greenhouse gas emissions Increase waste diversion rates Long-term facility sustainability Identify opportunities to increase revenue
3,4	Asset management	Implementation of Asset Management principles and practices focusing on infrastructure renewal to ensure operational costs and asset performance are optimized.	Optimized practices across the organization Responsible funding of infrastructure projects Reduction in future infrastructure funding gaps
3	Transportation Master Plan (TMP) Implementation	Implementation of the Transportation Master Plan, with connections to How We Grow, Go, Flow, the Water / Wastewater Master Servicing Plan and the Water / Wastewater Financial Sustainability Review. Establishment of clear policies to address active transportation, complete streets, multimodal road network, wayfinding, transportation demand and system management. Addressing transit, marine, rail, road, airport(s) and how these all integrate together.	Enhance resident quality of life through pedestrian and cycling facilities, responsive and conventional transit and the creation of an integrated network of roads and highways Transform the transportation network and the way people and goods move in the region and how transportation can contribute to a high quality of life
3	Connective Transportation Initiatives: East - West Corridor, North - South Escarpment Crossing	Moving large scale connective transportation initiatives forward: Advocacy for the East-West Corridor, as a key link to the Niagara-Hamilton trade corridor, as proposed in the TMP. Movement on the North - South Escarpment project Environmental Assessment. Tying in with Smithville By-pass.	Improve the efficiency and reliability of trade corridors through Niagara Region Support goods movement Ease congestion issue on QEW (a significant risk to tourism, agriculture and manufacturing sectors in Niagara)

		Dealing with how we link Niagara differently, address congestion, and integrate the system. Each of these initiatives provide a strategic link between Niagara region and the GTHA, incorporating multimodal freight terminals and transport networks to build capacity. (Trucking, marine, rail, airport). They are linked to tourism and foster diversification and economy of scale for both people and goods.	
<b>How else are we achieving this:</b>			
<p><b>Environmental Planning</b> – New environmental planning team within the Planning and Development Services department, enabling a balance between Niagara’s drive to be open for business with good environmental policies and planning.</p> <p><b>Urban Design</b> – Ensuring development projects include functional and attractive urban areas, creating a sense of place within the community.</p> <p><b>Enhancements of Management Cycle of Pavements</b> – Improving how the cycle of pavement maintenance is managed, including crack sealing patching and re-surfacing.</p>			

#### Priority 4: Sustainable & Engaging Government

Priority Alignment	Project Name	Project Objectives	Anticipated Outcomes
4	Communications Master Plan	Develop a framework to provide guidance around how Niagara Region will communicate and interact with residents, employees and stakeholders.	Contribute to higher resident satisfaction in how the Region managed and governed Increase transparency and two-way communication between the Region and the public
4	Government Relations Strategy	Development of a strategy focusing on what the Region as an organization does, and how we engage other levels of government on advocacy, funding, policy opportunities and collaboration.	Ensure an aligned approach to advocacy and funding requests to higher levels of government

4, 3,1	Regional Development Charges (RDC) by-law	Update of the RDC By-law to ensure we are collecting enough revenue to cover growth needs and tie into the Capital Finance Strategy. Re-align incentives for development to Council's strategic priorities.	Collect growth-related revenue to support growth Ensuring the infrastructure is in the ground to support and generate future growth
4, 3, 2	Community Benefit Charge	Creation of a charge for community benefits in order to fund capital for soft services benefiting new development	Collect growth-related revenue to support growth Align to Capital Finance Strategy and growth planning
4,3	Grants & Incentives Review	Re-align Grants and Incentives program to address Council's key strategic issues such as affordable housing, brownfield remediation, and attracting higher wage jobs. As part of this review, creation of a development portal or application is being created to support expedited service.	Allocating Council's limited grant dollars to where it matters most Increase return on investment of grants and incentives Expedite application and approvals process Aligns with the RDC By-law
4,3	Capital Financing Strategy	Balancing financial sustainability of renewal of existing assets and the needs of growth, aligned with asset management planning and growth strategies at the Region.	Moving towards full cost recovery Long term commitment by Council to the implementation of the strategy
4	Sustainability Review and Implementation	Identification of opportunities to re-purpose dollars towards replacement of infrastructure. Looking for lines of businesses we can do differently or divest of, and right-size funding of programs and services	Increased funding towards infrastructure projects through re-allocation of funding Re-focus on Regional priorities
4	Sponsorship Revenue Strategy and Policy	Identification of opportunities to increase revenue without increasing taxes. Policy development for sponsorship of Regional assets.	Generate revenue Identify opportunities for incremental revenue sources Extending collaboration opportunities with LAMs
<b>How Else are we Achieving This?</b>			

**EMS Transformation:** Transforming the EMS system to be more accessible, available and affordable to meet the needs of residents. Providing the right service, at the right time, for the right cost. Enabling long term financial sustainability for the service by reducing transports to the emergency department, increasing collaboration with service providers, increasing accessibility and availability of resources. As this project reaches full launch, there will be ongoing monitoring of the success of this transformation.

**Employee Engagement & Leadership Development:** Driving productivity, employee commitment and attraction through a new People Strategy.

**Economic Development Marketing Strategy:** A framework for conducting targeted marketing activities to position Niagara as a competitive location for business investment.

**Enterprise Content Management:** An initiative to address gaps in records management activities and policies to ensure the organization has the documentation it requires to support transparency

**Customer Service Implementation:** Leveraging information and communication technology to modernize how the Region delivers services and interacts with clients and residents.