



The City of St. Catharines Strategic Plan

2025 Progress Dashboard



Message from Mayor Mat Siscoe

On behalf of St. Catharines City Council, we are pleased to present the City’s second annual Strategic Plan Progress Dashboard.



“We continue to build momentum on the 2023-2027 Strategic Plan. Every initiative we undertake is guided by our shared commitment to accountability, transparency, and measurable results. Each project is focused on strengthening services, supporting growth, and enhancing quality of life across our community. Together, we’re shaping a more connected and forward-thinking St. Catharines.”
 – Mayor Mat Siscoe

When we introduced the City’s Strategic Plan in 2023, we made a commitment to transparency, and accountability with residents. This year’s dashboard continues that commitment by outlining projects that are completed, underway, and newly launched.

This dashboard is an important step in developing Key Performance Indicators (KPIs), which measure progress on activities and outcomes related to the goals of our Strategic Plan. We look forward to growing our KPIs as we implement important modernization initiatives that will further drive data-based decision making across the City.

Together, these efforts move us closer to a more connected, inclusive, and sustainable future for our community. As part of this ongoing work, we continue to refine our KPIs to better measure outcomes and guide data-driven decisions across the organization.

For more information about our City’s Strategic Plan, please visit stcatharines.ca/strategicplan

Sincerely,
 Mayor Mat Siscoe

Dashboard Overview

The City of St. Catharines is pleased to present the organization’s second annual Strategic Plan Dashboard. This document demonstrates commitment to the Strategic Plan’s guiding principles of accountability and transparency, focus on results, and proactive communication with each other, our community and those beyond our borders.

The City’s **Strategic Plan** was unanimously approved by City Council in November 2023 and is based on five core pillars:

- Economic prosperity
- Social well-being
- Environmental stewardship
- Cultural vibrancy
- Organizational excellence

The Strategic Plan Dashboard reports progress on priority initiatives that have been identified by Council and the community based on the following legend:

- Complete:** The initiative is finished and has been presented to Council.
- In Progress/Ongoing:** The initiative is well underway and/or is part of the City’s ongoing work.
- Started:** The initiative has launched.
- Not Started:** The initiative has not yet commenced.
- On Hold:** The initiative is on hold.

In this annual dashboard, the City has begun to identify key performance indicators (KPIs) to monitor progress toward Strategic Plan goals.

In addition to reporting on the Strategic Plan, this dashboard also contains information related to the City’s housing pledge.



BUSINESSES ASSISTED
2024

1,831

PROVINCIAL FUNDING LEVERAGE TO SUPPORT BUSINESS
2024

\$10.266 Million

TOTAL BUSINESSES WITH EMPLOYEES
2024

4,124

TOTAL BUSINESSES WITHOUT EMPLOYEES
2024

9,154



NEW INVESTMENT
2024

\$20.154 Million

LAND SALES
INDUSTRIAL AND COMMERCIAL BUILDING SALES

\$82.641 Million

ANTICIPATED JOBS FROM APPROVED CIP PROJECTS
2024

21

ANTICIPATED UNITS FROM APPROVED CIP PROJECTS
2024

370

ANTICIPATED SQ FT OF NON-RESIDENTIAL FROM APPROVED CIP PROJECTS
2024

10,398

ANTICIPATED ASSESSMENT INCREASE FROM APPROVED CIP PROJECTS
2024

\$48.196 Million

TOTAL INDUSTRIAL, COMMERCIAL, INSTITUTIONAL BUILDING AND LAND SALES
2024

\$102.795 Million

2024 - 2029

St. Catharines
Economic Development and Tourism Strategy

NUMBER OF PERMITS ISSUED
2024

961

SQUARE-FEET OF NON-RESIDENTIAL
2024

517,473

GOAL: St. Catharines will maintain and expand as a home to thriving businesses and a diverse and resilient economy.

Priority Initiatives	Expected Completion
 Community Improvement Review Task Force	2026
 Economic Development and Tourism Strategy Creation and Implementation	Complete
 Strategic Economic Development Partnerships	Ongoing
 GO Station Redevelopment	2026
 Community Improvement Plan Implementation (until such time that review is complete)	Ongoing
 Support the Ontario Marine Strategy	Ongoing
 Advance the Civic Square Concept and Explore Downtown Gateway Signage Opportunities	TBD
 Strategic Tourism Partnerships	Ongoing
 Film Policy Update	2026



Social Well-Being



DID YOU KNOW

IN 2024, ST. CATHARINES FIRE SERVICES HAD **111** PUBLIC EDUCATION EVENTS AND INTERACTED WITH **8,014** PEOPLE?



FIRE TOTAL CALLS FOR SERVICE
2024

7,025

FIRE INSPECTIONS COMPLETED
2024

786

SEWER BACKUPS (BLOCKED DRAINS) REPAIRED
2024

40

WATERMAIN BREAKS REPAIRED
2024



74



Goal: St. Catharines will strengthen neighbourhoods and communities through quality-of-life opportunities that are accessible to all.

Priority Initiatives

Expected Completion

	Advocacy campaigns for federal, provincial and Regional affordable housing and homelessness investments	Ongoing
	Housing Action Plan Update	Complete
	Parks Policy Plan Implementation	Ongoing
	Recreation Master Plan Implementation (New Plan Underway)	Ongoing
	Municipal Development Corporation	Complete
	Ontario Street Secondary Plan	2026
	Waterfront Access Master Plan	Complete
	Development Approval Process Optimization	Ongoing
	Wastewater Infrastructure Grant Applications and Flow Monitoring Incentives Advocacy	Complete
	Older Adult Tax Deferral Program	Complete
	Strategic Encampment Cleanup	Complete



NUMBER OF PROGRAM REGISTRANTS IN RECREATION PROGRAMS
2024

AQUATICS	DRY-LAND	DROP-IN VISITS	MUSEUM
149,952	2,610	128,266	7,142

NUMBER OF VOLUNTEERS ENGAGED IN CITY PROGRAMS
2024

AQUATICS	DRY-LAND	MORNING STAR MILL	MUSEUM
25	50	25	43



FUNDING ALLOCATED
TO RECREATION
PROGRAM
FINANCIAL ASSISTANCE
2024

\$16,532

NUMBER OF
INDIVIDUALS ACCESSING
FAIR PROGRAM
2024

438

FUN FACT

THE CITY PERFORMED **269** CIVIL MARRIAGE CEREMONIES IN 2024. THAT IS MORE THAN THE 174 IN 2023 AND 127 IN 2022!

DID YOU KNOW

IN 2025, THE CITY COMPLETED **7** PARK REVITALIZATION PROJECTS.

THIS HAS ALLOWED FOR NEW ACCESSIBLE AND INCLUSIVE PLAYGROUNDS AND COURTS



FUN FACT

ST. CATHARINES KIWANIS AQUATICS CENTRE WELCOMES OVER **600** VISITORS PER DAY, AND PROVIDES OVER **5,000** CHILDREN'S SWIMMING LESSONS ANNUALLY.

TOTAL GRANT FUNDING
RECEIVED FOR COMMUNITY
PROJECTS
2024

\$62,400



NUMBER OF PARK REDEVELOPMENTS
2023 2024 2025

3	5	7
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Environmental Stewardship

CLIMATE CHANGE
ADAPTATION PLAN
INITIATIVES IMPLEMENTED

2024

82%

METRES OF
SHORELINE
PROTECTED

UP TO 2025

3,632

NUMBER OF ENERGY
AND GREENHOUSE GAS
REDUCTION MEASURES

2024

7

TREE CANOPY
COVERAGE

22.4%

TREE SURVIVAL
RATE

96%



CITY TREES PLANTED
2024

3,400

FREE TREES IN OUR COMMUNITY
DUE TO TREE GIVEAWAY

2024

1,100

FORESTRY WORK
ORDERS COMPLETED

2024

4,119

Goal: St. Catharines will be recognized as a leader in environmental sustainability and resilient in the face of escalating climate change events.

Priority Initiatives	Expected Completion
 Tree Planting Strategy and Implementation	Ongoing
 Master Servicing Plans for Underground Infrastructure + Related updates for Water, Wastewater and Stormwater Plans	Ongoing
 Active Transportation Plan Development, Resourcing, and Implementation	Ongoing
 Continued Implementation of Corporate Climate Adaptation Plan	Ongoing
 Creation of a Formalized Climate Mitigation Plan and Emissions Monitoring System	2026
 Shoreline Protection Program	Ongoing
 Continued Implementation of Corporate Energy Demand Management Plan	Ongoing



Goal: The rich culture, heritage, and vibrancy of St. Catharines communities will be communicated and celebrated by the City.

BID PARTNERSHIPS PURSUED

2024

2

BID PARTNERSHIPS SECURED


2024

2

ECONOMIC IMPACT OF SUCCESSFUL BIDS

2024

\$32.603Million



HERITAGE PROPERTY GRANT PROGRAM

2024

\$23,661

REVENUES ACCRUED THROUGH MUNICIPAL ACCOMMODATION TAX


2024

\$697,495

NUMBER OF HERITAGE PROPERTIES DESIGNATED

2024

1



Priority Initiatives

Expected Completion

	Community Hosting and Bid Assistance for Significant Sports Events (World Rowing, Junior Golf, Minto Cup, World Junior Hockey)	Ongoing
	Grape and Wine + Folk Arts Festivals and Partnerships	Ongoing
	Support for Community Cultural Events to celebrate diverse communities / neighbourhoods	Ongoing
	Targeted Downtown Heritage Preservation Study	Complete
	Sustained Funding and Implementation of SCCIP Program	Complete
	SCCIP Funding Review	Complete
	Culture Plan Update	Complete



NUMBER OF LOCAL
ARTISTS DISPLAYED
2024

38

TOTAL EXPENDITURES IN
ARTS AND CULTURE
2024

\$1,124,668

AMOUNT SPENT ANNUALLY
ON ART EXHIBITS
2024

\$6,098

NUMBER OF
SPECIAL EVENTS
2024

CITY LED 11 COMMUNITY LED 59

NUMBER OF VISITORS
2024

MUSEUM
114,991

CAROUSEL
137,186

NUMBER OF ARTS AND
CULTURE PROGRAMS
2024

23

NUMBER IN COLLECTION
2024

ART PIECES

194

MUSEUM

742,442

NUMBER OF CITY SUPPORTED
PUBLIC ART/CULTURE SPACES
2024

6

NUMBER OF
ART EXHIBITS
2024

5

PER CAPITA EXPENDITURE
IN ARTS AND CULTURE
2024

\$7.76



NUMBER OF CELEBRATIONS
AND FESTIVALS CITY FUNDED
2024

SCCIP
16

SPECIAL EVENTS
23

NUMBER OF ATTENDEES AT
CIVIC RECEPTIONS
2024

SCCIP
99,549

SPECIAL EVENTS
31,110

DOLLARS SPENT ON AVERAGE
TO PURCHASE ART
2024

\$5,500

AMOUNT SPENT ANNUALLY
ON OUTDOOR AND
INDOOR ART
2024

\$130,662





Organizational Excellence



CITIZENS FIRST
ANNUAL AVERAGE

2024

CALLS

78,996

EMAILS

10,088

SOCIAL MEDIA AND ONLINE ENGAGEMENT FOLLOWERS
AS OF JULY 1, 2025

ENGAGESTC

7,940

INSTAGRAM

12,976

LINKEDIN

14,938

FACEBOOK

21,067

X / TWITTER

22,796

Goal: The City of St. Catharines will achieve excellence in financial and service sustainability and high customer satisfaction.

Priority Initiatives

Expected Completion



Core Service Review

Complete



Managed Public Debt based on Modernized Asset Management and Work Order Management System

2026



Customer Service Improvement through People Strategy and wait time reductions

2026



Multi-Year Budget Process

Complete



Corporate Accessibility and Inclusion Strategy

2026



Parking Services Review

Complete



Social Procurement Policy

Ongoing

MUNICIPAL WORKS

TOTAL SERVICE
REQUESTS RECEIVED

2024

24,611

TOTAL SERVICE
REQUEST COMPLETED

22,443

MODERNIZATION
INITIATIVES

SINCE 2019

73

POTHoles FIXED

2024

15,816

ASSET REPLACEMENT VALUE
AS OF JULY 2025:

CORE ASSETS

\$6.504 BILLION

REMAINING ASSETS

\$1.220 BILLION

TOTAL REPLACEMENT
VALUE OF ASSETS

\$7.724 BILLION



DEBT SERVICING AS % OF
OWN RESOURCES

2025

8.65%

GRANT FUNDING RECEIVED

2024

\$8.218 Million





HOUSING ACCELERATOR
FUND UNITS
BUILDING PERMITS ISSUED
2024

411

PLANNING APPLICATION
APPROVED UNITS
2024

2,512

Due to the Community
Improvement Plan and
the Housing Accelerator Fund,
in 2024 the City supported

50

Accessory Dwelling Units
in St. Catharines

PLANNING APPLICATIONS
2024

MINOR VARIANCE - 87
CONSENT - 26
OFFICIAL PLAN - 5
NIAGARA ESCARPMENT - 5
ZONING AMENDMENT - 9
CONDO DRAFT APPROVAL - 3
LIFT HOLD - 2
SITE PLAN CONTROL - 8
SUBDIVISION DRAFT APPROVAL - 0
CONDO AGREEMENT - 3
DEVELOPMENT AGREEMENTS - 1
SITE PLAN AGREEMENT - 20
HERITAGE - 23
DEEMING BY-LAW - 1
PRE-CONSULTATION - 51
DESIGNATED UNDER HERITAGE ACT - 1
DESIGNATED PROPERTY GRANTS - 5
TELECOMMUNICATIONS FACILITIES REVIEW - 0

TOTAL
250

PROPERTIES
TRANSFERRED TO MDC
2025

5

APPEALS
2024

3

PERMITS ISSUED
2024

FARM BUILDING - 0
ASSEMBLY - 62
BUSINESS/PERSONAL SERVICES - 44
SECONDARY BUILDINGS - 98
CHANGE OF USE - 0
DESIGNATED STRUCTURE - 16
HVAC ONLY - 0
INDUSTRIAL - 31
INSTITUTIONAL - 8
MERCANTILE - 49
PLUMBING ONLY - 161
RESIDENTIAL - 474
TEMPORARY STRUCTURE - 18

TOTAL
961

REFUNDS DUE TO
MISSED TIMELINES
2024

\$0

CONSTRUCTION VALUE OF PERMITS
2024

RESIDENTIAL

\$116,170,798

ALL CONSTRUCTION

\$268,034,008








Did You Know

AS OF NOV. 26, 2025
THE CITY ISSUED
BUILDING PERMITS FOR
926 UNITS?
THIS EXCEEDS THE 2025
TARGET OF 715 UNITS.

Goal: To achieve or exceed the provincial housing target of 11,000 homes, to be built by 2031

Action Plan Initiatives

The Housing Accelerator Fund action plan includes seven initiatives fostering a range of housing types and densities to address the diverse needs of the community as outlined below:

	Expected Completion
 Municipal Development Corporation	Complete
 Development Feasibility Support	2027
 Inclusive Housing Initiative	2027
 Missing Middle Initiatives	2027
 Sanitary Sewer Asset Management Initiatives for Housing Intensification	2027
 Climate-Resilient Housing Development Plan	2027
 Niagara Region Housing Innovation Hub	2027



For more information contact:

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stcatharines.ca