



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](http://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.



## Economic Prosperity



BUSINESSES ASSISTED  
2024

**1,831**

PROVINCIAL  
FUNDING LEVERAGE  
TO SUPPORT BUSINESS  
2024

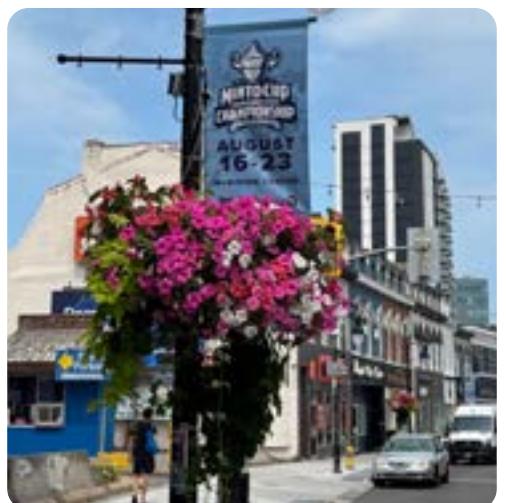
**\$10.266** Million

TOTAL BUSINESSES  
WITH EMPLOYEES  
2024

**4,124**

TOTAL BUSINESSES  
WITHOUT EMPLOYEES  
2024

**9,154**



NEW INVESTMENT  
2024

LAND SALES  
**\$20.154** Million

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



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

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



## Social Well-Being



NUMBER OF PROGRAM REGISTRANTS IN RECREATION PROGRAMS

2024

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

NUMBER OF VOLUNTEERS ENGAGED IN CITY PROGRAMS

2024

AQUATICS	DRY-LAND	MORNING STAR MILL	MUSEUM
<b>25</b>	<b>50</b>	<b>25</b>	<b>43</b>



FUNDING ALLOCATED  
TO RECREATION  
PROGRAM  
FINANCIAL ASSISTANCE

2024

**\$16,532**

## FUN FACT

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

NUMBER OF  
INDIVIDUALS ACCESSING  
FAIR PROGRAM

2024

**438**



TOTAL GRANT FUNDING  
RECEIVED FOR COMMUNITY  
PROJECTS

2024

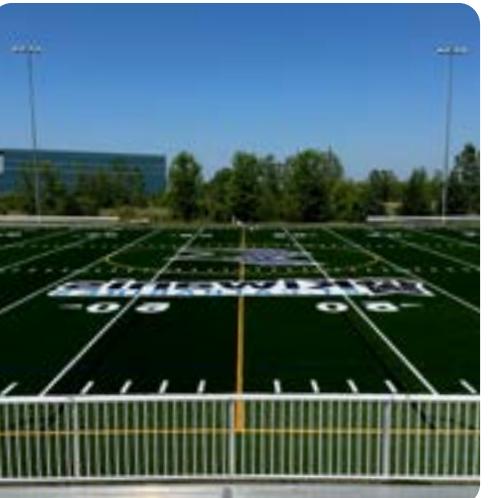
**\$62,400**

## 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



NUMBER OF PARK REDEVELOPMENTS

2023 2024 2025

2023	2024	2025
<b>3</b>	<b>5</b>	<b>7</b>





# 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



## Cultural Vibrancy



BID PARTNERSHIPS PURSUED  
2024

**2**



NUMBER OF HERITAGE PROPERTIES DESIGNATED  
2024

**1**

BID PARTNERSHIPS SECURED  
2024

**2**

ECONOMIC IMPACT OF SUCCESSFUL BIDS  
2024

**\$32.603 Million**

HERITAGE PROPERTY GRANT PROGRAM  
2024

**\$23,661**

REVENUES ACCRUED THROUGH MUNICIPAL ACCOMMODATION TAX  
2024

**\$697,495**



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

### Priority Initiatives

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



## Cultural Vibrancy



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**

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**



DOLLARS SPENT ON AVERAGE TO PURCHASE ART

2024

**\$5,500**

AMOUNT SPENT ANNUALLY ON OUTDOOR AND INDOOR ART

2024

**\$130,662**



NUMBER OF CELEBRATIONS AND FESTIVALS CITY FUNDED

2024

**SCCIP  
16**

**SPECIAL EVENTS  
23**

NUMBER OF ATTENDEES AT CIVIC RECESSIONS

2024

**SCCIP  
99,549**

**SPECIAL EVENTS  
31,110**





## Organizational Excellence



CITIZENS FIRST  
ANNUAL AVERAGE

2024  
CALLS  
**78,996**  
EMAILS  
**10,088**

MUNICIPAL WORKS  
TOTAL SERVICE  
REQUESTS RECEIVED  
2024

**24,611**

TOTAL SERVICE  
REQUEST COMPLETED  
**22,443**



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

ENGAGESTC	INSTAGRAM
<b>7,940</b>	<b>12,976</b>
LINKEDIN	FACEBOOK
<b>14,938</b>	<b>21,067</b>
X / TWITTER	
	<b>22,796</b>

MODERNIZATION  
INITIATIVES  
SINCE 2019

**73**

POTHOLEs FIXED  
2024

**15,816**

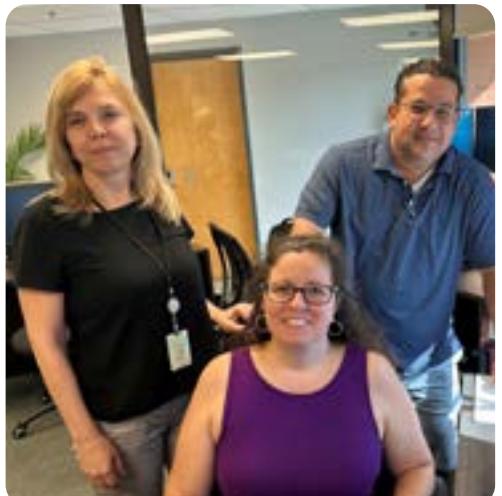
ASSET REPLACEMENT VALUE  
AS OF JULY 2025:

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**

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

### Priority Initiatives

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



## Housing Target



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**

### 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**

### PROPERTIES TRANSFERRED TO MDC 2025

**5**

### APPEALS 2024

**3**

### REFUNDS DUE TO MISSSED 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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Tel: 905.688.5600  
TTY: 1.800.855.0511  
[stcatharines.ca](http://stcatharines.ca)