

St. Catharines

STRATEGIC PLAN

2019 -2028

A long-term strategy will chart a course that ensures the City of St. Catharines is a dynamic, innovative, sustainable and livable community.

Our community will be one where citizens' way of life can continue long into the future and one that can withstand trends and events around the world.

Our success will be measured by our ability to embrace innovation, ensure sustainability and improve the livability of the city for citizens of all ages.

City Council has reaffirmed its commitment to creating a high quality of life through strategic actions aligned to the four sustainability pillars outlined in the 2019-2028 Strategic Plan.

St. Catharines
STRATEGIC PLAN
2019 -2028

Mayor:

Walter Sendzik

Councillors:

Ward 1 - Merritton:	Greg Miller and Lori Littleton
Ward 2 - St. Andrew's:	Matthew Harris and Joseph Kushner
Ward 3 - St. George's:	Sal Sorrento and Kevin Townsend
Ward 4 - St. Patrick's:	Karrie Porter and Mathew Siscoe
Ward 5 - Grantham:	Dawn Dodge and Bill Phillips
Ward 6 - Port Dalhousie:	Carlos Garcia and Bruce Williamson

Vision

Our vision for the future is for St. Catharines to be the most dynamic, innovative, sustainable and livable city in North America.

Guiding Principles

Our City will continue to achieve success through strategic decision-making that:

- Embraces innovation, ensures sustainability and improves livability for all residents
- Promotes operational and service excellence
- Demonstrates accountability and transparency
- Respects diversity, inclusiveness and equity
- Enables people to achieve success



Economic Prosperity

Strategic Goal - Support the City's commitment to building and growing a diverse and resilient economy through fiscal responsibility, urban regeneration and collaborative partnerships.

- 1.1** Develop a Financial Plan as an overarching guiding document that informs all financial decisions and investments.
- 1.2** Develop a 10-Year Capital Infrastructure Plan that includes all major investments to address City needs, priorities and growth.
- 1.3** Establish a Capital Financing and Debt Strategy to balance affordability and investment needs.
- 1.4** Continue to implement the Economic Development Strategy (2017-2022) with particular focus on investments, employment and partnerships to attract, retain, and grow the economy of the City.



Social Well-Being

Strategic Goal - Build and support strong, inclusive neighbourhoods that provide high quality of life for residents of all ages.

- 2.1** Establish area-specific plans for the redevelopment of key sites in the City to promote strong, compatible, connected neighbourhoods that enhance the quality of life.
- 2.2** Improve transportation and overall connectedness (all modes, including GO Rail, VIA Rail, and inter-municipal transit and active transportation), incorporate urban design guidelines and provide complete streets in City neighbourhoods.
- 2.3** Refine and implement the Recreation Facilities and Programming Master Plan (2015-2026):
 - Incorporate key deliverables into the Capital Infrastructure Plan and annual budget process
 - Implement the Park Renewal Plan (2017) and invest in prioritized play structures
 - Develop and implement sponsorship policy and pursue partnership opportunities for parks infrastructure
- 2.4** Invest and leverage outside investments in Canada Summer Games Legacy projects that will provide permanent facilities and upgrades for future generations.
- 2.5** Update the Parks Policy Plan to include options for urban parks, civic spaces and exploration of a community benefits strategy.



Environmental Stewardship

Strategic Goal - Adopt innovative approaches and continue responsible community planning and decision-making that balances growth, enhances quality of life, manages emergencies, and minimizes the environmental impacts of climate change.

3.1 Develop a Climate Change Action Plan that will address, at a minimum:

- climate change impacts and mitigation plans
- energy conservation and demand management
- waterfront/shoreline protection and water course erosion
- advocacy for updated floodplain mapping
- storm water management options (e.g. future rate system)
- identify capital investments to address climate change
- establish corporate waste reduction targets and sustainable building guidelines



Cultural Renaissance

Strategic Goal - Celebrate the City's rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth.

4.1 Update the Culture Plan (2020) - Inspire St. Catharines (2015) to reflect the next phase of cultural investment and momentum through measured, sustained strategies, including a focus on:

- support of the creative cluster and promotion of cultural talent, festivals, events and venues
- stable sustainable cultural support and funding
- addressing Heritage Preservation



INNOVATION

SUSTAINABILITY

LIVABILITY
