

# ST. CATHARINES STRATEGIC PLAN

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## SUSTAINABILITY



# Version 2.0

Revisions approved by Council on January 29, 2017

## ECONOMIC SUSTAINABILITY - Revisions

**GOAL:** Attract public and private investment, support local businesses and provide excellent customer service to demonstrate we are open for business.

### ACTIONS:

- 1.1 Develop an integrated Economic Development Strategy
  - Next steps: Implement the Economic Development Strategy

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- 1.2 Prioritize redevelopment applications consistent with provincial planning legislation and the City's Official Plan to intensify developments and ultimately enhance the property tax base and support job creation.

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- 1.3 Focus on redevelopment of the commercial core of Port Dalhousie and the former GM, Hotel Dieu and General Hospital sites; expedite review of redevelopment applications; and track and quarterly report on the progress for each site individually for Council.

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- 1.4 Develop a funding formula for the Community Improvement Program, brownfield improvement and other enhancement programs.
  - Next steps: Monitor and identify opportunities to improve the CIP, including consultation with the development community, on an ongoing basis.

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- 1.5 Identify, quantify, improve and implement the City's technology requirements while ensuring technology investments promote long-term cost savings, improve service delivery and enhance customer service.
  - Next steps: Develop an IT roadmap and report annually on its progress including the return on investment and future requirements.
  - Next steps: Report annually on the City's IT risk management plans and required next steps to enhance cyber security.

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**GOAL:** Be an affordable city for all.

### ACTIONS:

- 2.1 Update financial controls and the debt management strategy to better manage escalating costs of City operations and services, with annual progress reporting.

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- 2.2 Establish program performance management and reporting systems, through Business Process Reviews as the first phase, which will demonstrate value for service.

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- 2.3 Conduct an organizational effectiveness review.

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- 2.4 Refine the asset management plan and establish a program office with the objective of optimizing the City's capital infrastructure, ensuring effective asset management and sustainable investment.

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2.5 Implement multi-year budgeting to improve long-term financial planning.

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2.6 Work towards achieving an expenditure increase at or below the rate of inflation.

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**GOAL:** Develop partnerships to enhance the economic vitality of the community.

**ACTIONS:**

3.1 Use the Niagara Region Transportation Master Plan (TMP) to leverage and complete the City's TMP by the end of 2018.

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3.2 Prepare and plan for a GO hub with Metrolinx which aligns with the City's TMP.

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3.3 Support the development and approval of a Memorandum of Understanding for an integrated regional Transit system between municipal partners.

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3.4 Work with Niagara-on-the-Lake and Niagara Falls City Councils to transfer operations of the Niagara District Airport to the Niagara Region.

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3.5 Explore opportunities for shared services and partnerships with – including but not limited to – other municipalities within the Niagara region, local educational institutions, agencies and third party service providers. [NEW](#)

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## SOCIAL SUSTAINABILITY - REVISIONS

**GOAL:** Strive for the highest quality of life for all citizens.

### **ACTIONS:**

- 4.1 Prioritize and implement recommendations from the Parks and Recreation Master Plan with a focus on balancing recreation services for all ages, demographics and abilities.

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- 4.2 Leverage the work of Niagara Connects in preparing a St. Catharines Quality of Life report titled Living in Niagara - 2017: St. Catharines Snapshot.

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- 4.3 Implement the objectives of A City for All Ages (the City's older adult plan) and continue to host youth and older adult forums to build age-friendly community programs and services.

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- 4.4 Expand implementation of the St. Catharines Accessibility Plan.

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**GOAL:** Connect people, places and neighbourhoods.

### **ACTIONS:**

- 5.1 Develop and implement a Corporate diversity and inclusion policy. [NEW](#)

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- 5.2 Establish a complete neighbourhood matrix to ensure that the redevelopment of properties enhance the livability of neighbourhoods.

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- 5.3 Accelerate the implementation of active transportation connections that link people with and enhances accessibility of parks, trails and waterfronts, and supports the development of complete streets.

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- 5.4 Work with the City's Town and Gown Committee to identify ways to create an environment that encourages inclusion and increases student engagement and participation from Brock University, McMaster University and Niagara College.

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- 5.5 Work together with the local organizations and other levels of government to support the successful settlement and integration of newcomers, celebrate our diversity and create a welcoming and inclusive community.

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- 5.6 Develop a project plan and schedule to establish a Civic Square in Downtown St. Catharines.

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- 5.7 Launch free Wi-Fi connection zones in downtown St. Catharines.

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- 5.8 Use open data to improve livability in the city.

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**GOAL:** Provide excellent customer service and communication with citizens.

**ACTIONS:**

- 6.1 Develop and implement a plan using innovative new technologies to enhance two way communications between residents and the City.

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- 6.2 Identify opportunities to enhance Citizens First and conduct performance reviews to ensure continuous improvement of customer service.

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- 6.3 Promote City Hall as warm and welcoming to residents, businesses, and visitors alike.

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## ENVIRONMENTAL SUSTAINABILITY - REVISIONS

**GOAL:** Lead in the protection of our environment for future generations.

### ACTIONS:

- 7.1 Establish a plan to integrate green/renewable energy and sustainable technologies in municipal infrastructure and program delivery.

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- 7.2 Continue to achieve tree canopy targets as identified in the Urban Forestry Management Plan.

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- 7.3 Promote water conservation, enhance protection of the City's water sources and maintain and improve the health of our waterfront by working with partners on enhancement projects and pollution reduction programs to ensure long-term sustainability.

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- 7.4 Support the development of partnerships to expand the community gardens network across the city.

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**GOAL:** Be prepared for the impacts of climate change.

### ACTIONS:

- 8.1 Review and update all municipal operations to minimize and prepare for the impacts of climate change including winter control procedures and flooding.

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- 8.2 In accordance with Provincial policy, update City policies and plans (including, but not limited to the Official Plan and Emergency Management Plan) and develop and implement actions to combat climate change. [NEW](#)

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## CULTURAL SUSTAINABILITY - REVISIONS

**GOAL:** Embrace our diversity and celebrate our heritage and history.

### ACTIONS:

- 9.1 Prioritize and implement recommendations from the City's Culture Plan.

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- 9.2 Support the City's cultural and built heritage by creating and implementing an action plan to update the heritage registry in partnership with the St. Catharines Heritage Advisory Committee.

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- 9.3 Identify and pursue potential opportunities for City-owned heritage properties to provide incubator space for arts and culture enterprises, and to build creativity, innovation, entrepreneurship and community.

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- 9.4 Develop a plan for heritage buildings that identifies deficiencies and opportunities for the buildings to remain viable and/or be used to its full potential. [NEW](#)

**GOAL:** Lead in cultural sustainability through increased support of the creative sector.

### ACTIONS:

- 10.1 Foster support and sustain relationships with, but not limited to arts and culture organizations, educational institutions, and other levels of government to continue to build downtown St. Catharines as the hub for creativity and culture.

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- 10.2 Promote planning guidelines and regulations which support and encourage live/work spaces in the downtown core.

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- 10.3 Further enhance the development of the downtown through promotion of existing opportunities and exploration of new initiatives which support and spur investment in the City's core and supports the creative sector.

**GOAL:** Support cultural festivals and events that build civic pride, encourage local engagement, and attract people to the community.

### ACTIONS:

- 11.1 Support and encourage strategies that will enhance civic pride and increase participation in and create opportunities for cultural festivals and events.