

DRAFT Minutes **Special Meeting – Strategic Plan Review**

Tuesday, September 26, 2017

Ante Room at 4:30pm

Attendance:

Councillor Mike Britton, Chair
Mayor Walter Sendzik
Dan Romanko (Chair, Downtown Development Revitalization Advisory Committee - DDRAC)
Mike Sullivan (Chair, Parking Advisory Committee)
Jim Riddell (Director, Planning and Building Services)
Kristine Douglas (Director of Financial Management Services)

Guests:

Brian York, Director of Economic Development and Government Relations
Maggie Riopelle, Commissioner's Office

Regrets:

Councillor Mat Siscoe
Judy Pihach – (staff liaison) DDRAC
Steve Bittner – (staff liaison) Parking Advisory

Staff Liaisons:

Leanne Kurek – Recording Secretary, ESC

1. The Chair, Councillor Britton called the meeting to order at 4:33 p.m.

2. Motion to approve the agenda

That the Economic Sustainability Committee adopt the agenda as presented

Moved by: Dan Romanko

Carried

3. Motion to approve presentations

Maggie Riopelle, Strategic Plan Review

4. Presentation – Maggie Riopelle

- Overview and review of the Strategic Plan
- Handout – suggested language revisions/updates to the Economic Pillar action items and goals (attached).

5. Discussion/Direction

1.2

- Change “initiatives” to “applications”
- Supported with new expeditor and project manager positions

1.3

- Ensure word “former” is listed prior to site names
- Add language – target dates for “Council approval of redevelopment”

1.4

- Suggests “community consultation” read “development community” consultation as the developers are the users of the CIP
- Create a 1.4.2 and add next steps

1.5

- IT Roadmap already created and presented to Council
- Next steps – What is the Return on Investment (ROI)/business case, value for service
- Next steps – how are they protecting our security, what are the risk management plans – report annually

2.1

- Considerable work being done on financial controls and debt management - Need to report more on positive work being done (policies, reserves etc.) to Council to improve public awareness

2.4

- Add back in “effective asset management and sustainable development” as written in original Strategic Plan under this action item.

3.5

- Include reference to potential other partners/partnerships such as Brock University that could help achieve the goal of “partnerships to enhance the economic vitality of the community.”

6. Date of next meeting: Tuesday, October 24, 2017
4:30 p.m. to 5:30 p.m. Ante Room

7. Motion to adjourn

That the Economic Sustainability Committee be adjourned at 5:33 p.m.

Moved by: Kristine Douglas

Carried

Attachment:

- Memorandum: Strategic Plan Update – Social Pillar

DRAFT

Memorandum

To: Economic Sustainability Committee members
Cc: Shelley Chemnitz, CAO (Acting)
From: Maggie Riopelle, Executive Research Assistant
Date: August 28, 2017
Subject: Strategic Plan Update – Economic Pillar

Background

In 2015, City Council approved the City's first 10-year Strategic Plan. At the time of its approval, Council and staff supported regular review of the plan to ensure it meets the priorities of Council and addresses today's circumstances.

As such, Councillors and senior staff were interviewed this year to provide input into the plan, provide comments and identify challenges as part of the review. Two challenges were specifically identified: interpretation the action items and measuring the progress in a consistent manner.

The next step, with the assistance of a facilitator, was to break into groups and start working through each action item within the pillars to clarify and update those actions, and in some cases remove actions from the plan.

Pillar Committees

With more than 40 action items, a lot of work has been completed thus far, however, there are still a number of action items that require more input and dialogue. It was recommended that the four pillar committees now become part of the process to assist with the outstanding action items requiring additional review.

Special Meeting

Each Pillar Committee is hosting a special meeting as one of the focus groups involved with the Strategic Plan review. To assist the Committees, this package includes:

- Original action items from the Strategic Plan
- Revisions made thus far to the pillar's action items
- Notes from the group sessions with the consultant on the action items

Once these special meetings have been held, and the material reviewed by our Senior Management Team, refined action items for the Strategic Plan will be presented to Council.

Your assistance in this process will help the City of St. Catharines to update its Strategic Plan, refocus on its priorities and ensure we continue to move forward in a positive direction. Comments can also be emailed to mriopelle@stcatharines.ca.

ST. CATHARINES STRATEGIC PLAN

SUSTAINABILITY



2017 Plan Update



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

ACTIONS:

- Develop an integrated Economic Development Strategy to incubate, retain and attract businesses complete with annual reporting to Council and metrics to demonstrate impact and success.
- Prioritize redevelopment initiatives consistent with provincial planning legislation and the City's Official Plan to intensify mixed-use residential developments and ultimately enhance the property tax base and support job creation.
- Focus on the redevelopment of the commercial core of Port Dalhousie, the General Motors and Hotel Dieu sites on Ontario Street, and the former General Hospital site on Queenston Street, setting target dates for redevelopment for each project with quarterly updates to Council.
- Develop a funding formula for the Community Improvement Program, brownfield improvement programs and other development enhancement programs that support the goal of community redevelopment with the ability for the City to manage financial impacts of the funding program on an annual basis.
- Identify and quantify the City's technology requirements for the next four years for long-term cost savings, and to improve service delivery and enhance customer service.

GOAL: Be an affordable city for young people, families and retired older adults.

ACTIONS:

- Update financial controls and debt management strategy to better manage escalating costs of City operations and services.
- Establish program performance management and reporting systems that demonstrate value for service.
- Institute a core service review process.
- Optimize capital infrastructure through effective asset management and sustainable investment.
- Implement multi-year budgeting to improve long-term financial planning.
- Work towards achieving a budgetary tax rate increase at or below the rate of inflation by 2018.

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

ACTIONS:

- Work with the Niagara Region to complete an integrated Transportation Master Plan by 2017.
- In partnership with the Niagara Region and local municipalities secure daily, year-round GO Train commuter service.
- In partnership with St. Catharines Transit Commission and the cities of Niagara Falls and Welland develop a regionally-integrated transit system.
- Work with Niagara-on-the-Lake and Niagara Falls city councils to transfer operations of the Niagara District Airport to the Niagara Region.

Legend



Recommended update
by Councillors/staff



Requires review by
Pillar Committee



Suggestion to
remove from Plan

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	1.1.1: Develop an integrated Economic Development Strategy	
	1.1.2: Implement the Economic Development Strategy	G
1.2	Prioritize redevelopment initiatives 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. Note: Develop and implement a prioritization process in support of the item.	
1.3	Focus on redevelopment of the commercial core of Port Dalhousie, the GM and Hotel Dieu sites on Ontario Street, and the former General Hospital site on Queenston Street, setting target dates for redevelopment for each project with quarterly updates to Council. Note: track separately, add other areas of focus.	
1.4	Develop a funding formula for the Community Improvement Program, brownfield improvement and other enhancement programs. Note: action complete, revise to reflect next steps. Monitor and identify opportunities to improve the CIP, including community consultation, on an ongoing basis.	G
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.	G

GOAL: Be an affordable city for all.

ACTIONS:

2.1	Update financial controls and debt management strategy to better manage escalating costs of City operations and services. Note: Suggested update requires discussion as the City has a debt management strategy in place, as presented to Budget Committee.	
2.2	Establish program performance management and reporting systems, through Business Process Reviews as the first phase, which will demonstrate value for service.	G
2.3	Conduct an organizational effectiveness review.	G
2.4	Continue to refine the asset management plan and establish a program office with the objective of optimizing the City’s capital infrastructure.	G
2.5	Implement multi-year budgeting to improve long-term financial planning.-Note: action complete.	
2.6	Work towards achieving an expenditure increase at or below the rate of inflation.	G

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

ACTIONS:

3.1	Use the Niagara Region Transportation Master Plan to leverage and complete the City’s TMP by the end of 2018.	G
3.2	Prepare and plan for GO hub with Metrolinx which aligns with the City’s TMP.	G
3.3	Support the development and approval of a Memorandum of Understanding for integrated regional Transit system between municipal partners.	G
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.	
3.5	Explore opportunities for shared services with other municipalities within the Niagara region and third party service providers. Note: new action item.	G

Economic Sustainability: Summary of Action

Clarify

Update

Drop

No Change

Goal 1: Attract Public and Private Investment, Support Local Businesses, and Provide Excellent Customer Service to Demonstrate we are Open for Business

Actions	Proposed Change
1.1	Split the action item in two separate but related initiatives: 1.1.1: Develop an integrated Economic Development Strategy 1.1.2: Implement the Economic Development Strategy
1.2	Prioritize redevelopment initiatives consistent with provincial planning legislation and City's Official Plan to intensify mixed-use residential developments and ultimately enhance the property tax base and support job creation - <i>Develop and implement a prioritization process in support of the item</i>
1.3	Focus on the redevelopment of the commercial core of Port Dalhousie, the former GM lands on Ontario St., the former Hotel Dieu site on Ontario St. and the former General Hospital on Queenston - <i>Track each area separately</i>
1.4	Develop funding formula for the Community Improvement Program, brownfield improvement and other development enhancement programs
1.5	Develop business case which provides the justification for moving forward with investments in the City's technology infrastructure

Goal 2: Be an Affordable City [Proposed to delete the following: ...for Young People, Families, and Retired Older Adults]

2.1	Develop a debt reduction strategy
2.2	Establish program performance management and reporting systems that demonstrate value for service
2.3	Conduct an organizational effectiveness review (OER)

Economic Sustainability: Summary of Action (2)

Clarify

Update

Drop

No Change

Goal 2: Be an Affordable City [Proposed to delete the following: ...for Young People, Families, and Retired Older Adults]

Actions	Proposed Change
2.4	Develop an asset management plan and program office with the objective of optimizing the City's capital infrastructure
2.5	Implement multi-year budgeting – <i>Action complete</i>
2.6	Work towards achieving an expenditure budgetary tax rate increase at or below the rate of inflation by 2018
Goal 3: Develop Partnerships to Enhance the Economic Vitality of the community	
3.1	Use the Niagara Region Transportation Master Plan to leverage and complete the City's TMP by the end 2018
3.2	Prepare and plan for GO hub with Metrolinx at downtown terminal which aligns with the City's TMP
3.3	Support the development and approval of MOU which will go to Region and three municipalities by Q3 2017 while recognizing that this item is not in the direct control of the City
3.4	Work with municipalities of Niagara-on-the-Lake and Niagara Falls to transfer operations of the Niagara District Airport to the Region of Niagara
3.5	Explore opportunities for shared services with other municipalities within Niagara Region and third party service providers

Economic Sustainability

Goal 1: Attract Public and Private Investment, Support Local Businesses, and Provide Excellent Customer Service to Demonstrate we are Open for Business

Action Item: 1.1	Develop an integrated Economic Development Strategy to incubate, retain and attract businesses complete with annual reporting to Council and metrics to demonstrate impact and success	Leads: EcDev/PBS
Proposed Action/ Comments/Priority	<p>Clarify. Split the action item in two separate but related initiatives: 1.1.1: Develop an integrated Economic Development Strategy 1.1.2: Implement the Economic Development Strategy</p> <p>Comments: Capture existing completed Master Plans under the appropriate pillar e.g. Tending the Garden City (Sustainability Strategy)</p>	High
Potential Measures	1.1.1: Presentation of Strategy to Council - Q3 2017 1.1.2: Provide biannual update on progress and impact of approved strategy (reflect specific metrics , timelines and due dates included in the Strategy) <ul style="list-style-type: none"> Potential metric: net increase in number of businesses 	

Economic Sustainability (2)

Goal 1: Attract Public and Private Investment, Support Local Businesses, and Provide Excellent Customer Service to Demonstrate we are Open for Business

Action Item: 1.2	Prioritize redevelopment initiatives consistent with provincial planning legislation and City's Official Plan to intensify mixed-use residential developments and ultimately enhance the property tax base and support job creation	Leads: EcDev/PBS
Proposed Action/ Comments/Priority	<p>Clarify. Develop and implement a prioritization process in support of the item</p> <p>Comments:</p> <ul style="list-style-type: none"> • This is part of PBS work plan. Also involves review of Official Plan and possible review and/or enhancement of policies and development. As a result of the Regional Plan, a review completion is expected Q2 of 2019. • Prioritization process could include an expediter position to work with developers and staff. Could also include an option to pay 50% more to move ahead of other applications (e.g. Gold Star program). • Timeline for development of process needs to be determined 	<i>Not identified</i>
Potential Measures	Development and implementation of prioritization process [<i>Timeline to be confirmed</i>]	

Economic Sustainability (3)

Goal 1: Attract Public and Private Investment, Support Local Businesses, and Provide Excellent Customer Service to Demonstrate we are Open for Business

Action Item: 1.3	Focus on the redevelopment of the commercial core of Port Dalhousie, the former GM lands on Ontario St., the former Hotel Dieu site on Ontario St. and the former General Hospital on Queenston	Leads: EcDev/PBS
Proposed Action/ Comments/Priority	<p>Clarify. Revise item to be more specific than general while also prioritizing other areas (e.g. 15 Church Street). Track each area separately as follows:</p> <p>1.3.1: Port Dalhousie 1.3.2: Former GM lands on Ontario St. 1.3.3: Former Hotel Dieu site on Ontario St 1.3.4: Other areas (to be confirmed)</p> <p>Comments:</p> <ul style="list-style-type: none"> • Council being provided with quarterly updates • Timelines dependent on the private sector • Secondary Plan for Port Dalhousie in progress with a report expected for the Q3 of 2017 	<i>Not identified</i>
Potential Measures	Base on achievement of milestones (eg., planning application filed)	

Economic Sustainability (4)

Goal 1: Attract Public and Private Investment, Support Local Businesses, and Provide Excellent Customer Service to Demonstrate we are Open for Business

Action Item: 1.4	Develop funding formula for the Community Improvement Program, brownfield improvement and other development enhancement programs	Leads: PBS/FMS
Proposed Action/Comments/Priority	<p>Update. Revise item to read: “Monitor and identify opportunities to improve the CIP on an ongoing basis which would include community consultation (eg., with the development community)”</p> <p>Comments: Formula was created and approved as part of the 2016 budget process</p>	Low
Potential Measures	<p>Annual report on improvements and achievements. More specifically:</p> <ul style="list-style-type: none"> • Number of applications • Percentage of projects completed 	
Action Item: 1.5	Identify and quantify the City’s technology requirements for the next four years for long-term cost savings, to improve service delivery and enhance customer service	Leads: CSS
Proposed Action/Comments/Priority	<p>Clarify. Revise item to read: “Develop business case which provides the justification for moving forward with investments in the City’s technology infrastructure”</p> <p>Comments:</p> <ul style="list-style-type: none"> • Three-year plan outlining infrastructure and software applications required for the public user and staff has been submitted. Plan to be considered as part of the 2017-2020 budget process. • Business case which includes the ROI needs to be provided. It should include an explanation of the importance of moving forward and the cost of not moving forward with implementation at this time. 	High
Potential Measures	Base on the details outlined in the approved plan	

Economic Sustainability (5)

Goal 2: Be an Affordable City for Young People, Families, and Retired Older Adults

Note: It was suggested that the overall goal be modified to read “Be an Affordable City”

Action Item: 2.1	Update financial controls and debt management strategy	Leads: FMS
Proposed Action/ Comments/Priority	<p>Update. Revise item to read “Develop a debt reduction strategy”</p> <p>Comments:</p> <ul style="list-style-type: none"> Staff have reported on debt management, reserves and other financial controls. New reserves have been established. Debt management strategy went to Council as part of the Capital Budget and was approved. Efforts will continue through the Budget Standing Committee. Action as currently worded has been completed. 	Medium
Potential Measures	<ul style="list-style-type: none"> Development of a debt reduction strategy [<i>Timeline to be confirmed</i>] Achievement of debt reduction initiatives and targets included in strategy 	
Action Item: 2.2	Establish program performance management and reporting systems that demonstrate value for service	Leads: CO/CCS
Proposed Action/ Comments/Priority	<p>Update. Revise item to reflect that the first step in moving forward with this item is to conduct Business Process Reviews</p> <p>Comments:</p> <ul style="list-style-type: none"> As a first stage, Business Process Reviews currently being conducted in various departments which will assist in the development of an overall corporate-wide plan. To date, 12 formal and 33 informal reviews have been conducted and involved the participation of a total of 294 staff. Timeline needs to be determined 	<i>Not identified</i>
Potential Measures	Results from the various Reviews	

Economic Sustainability (6)

Goal 2: Be an Affordable City for Young People, Families, and Retired Older Adults

Note: It was suggested that the overall goal be modified to read “Be an Affordable City”

Action Item: 2.3	Institute core service review process	Leads: CO/CCS
Proposed Action/ Comments/Priority	<p>Clarify. Revise item to read: “Conduct an organizational effectiveness review (OER)”</p> <p>Comments:</p> <ul style="list-style-type: none"> As a preliminary step, the Budget Standing Committee approved an Organizational Effectiveness Review for 2017. The conclusions from this review will help set the context for a core service review process and assist with achieving this strategic objective. 	<i>Not identified</i>
Potential Measures	Completion of the Review in 2017	
Action Item: 2.4	Optimize capital infrastructure through effective asset management and sustainable investment	Leads: CO
Proposed Action/ Comments/Priority	<p>Clarify. Revise item to read: “Develop an asset management plan and program office with the objective of optimizing the City’s capital infrastructure”</p> <p>Comments:</p> <ul style="list-style-type: none"> 2017/2018 work plan includes development of a business case for the creation of a fully resourced asset management program office and development of an updated asset management plan Report to be submitted on the City’s list of buildings, annual cost to operate and updated capital cost requirements. 	High
Potential Measures	<ul style="list-style-type: none"> Development of an asset management plan [<i>Timeline to be confirmed</i>] Establishment of asset management program office [<i>Timeline to be confirmed</i>] Achievement of objectives and targets identified in the asset management plan 	

Economic Sustainability (7)

Goal 2: Be an Affordable City for Young People, Families, and Retired Older Adults

Note: It was suggested that the overall goal be modified to read “Be an Affordable City”

Action Item: 2.5	Implement multi-year budgeting	Leads: FMS
Proposed Action/ Comments/Priority	Drop. Action complete Comments: Staff are working with the Budget Standing Committee to refine the multi-year budget and improve long-term forecasting	
Potential Measures		
Action Item: 2.6	Work towards achieving an expenditure budgetary tax rate increase at or below the rate of inflation by 2018	Leads: Mayor & Council, FMS
Proposed Action/ Comments/Priority	Clarify. It was suggested that “budgetary tax rate” be deleted from item Comments: <ul style="list-style-type: none"> The objective is to keep the approved tax rate increase below the rate of inflation Council supported this direction for 2018 Budget. Staff developing strategy to meet this goal and working with the Budget Standing Committee and Council. 	High
Potential Measures	Comparison of approved expenditure increase to rate of inflation in 2018	

Economic Sustainability (8)

Goal 3: Develop Partnerships to Enhance the Economic Vitality of the community

Action Item: 3.1	Work with Use the Niagara Region to complete an integrated Transportation Master Plan to leverage and complete the City's TMP by end 2017	Leads: TES
Proposed Action/Comments/Priority	<p>Clarify. Revise item to read: "Use the Niagara Region Transportation Master Plan to leverage and complete the City's TMP by the end 2018"</p> <p>Comments:</p> <ul style="list-style-type: none"> Staff working with the Region to ensure both the Region's Transportation Master Plan (TMP) and City's plan align. Timelines highly dependent on Region's TMP which is nearing completion. The RFP for the City's TMP has been awarded (Council - 2017-01-16 - TES-015-2017). Public Consultation to commence Q2-2017, completion Q4-2018. 	Medium
Potential Measures	Completion of the TMP in Q4 2018	
Action Item: 3.2	Secure daily, year-round GO Train commuter service	Leads: Mayor/ CAO
Proposed Action/Comments/Priority	<p>Update. Revise item to read: "Prepare and plan for GO hub with Metrolinx at downtown terminal which aligns with the City's TMP"</p> <p>Comments:</p> <ul style="list-style-type: none"> Funding announcement made by the province to move ahead with year-round GO train in Niagara. Expansion expected to reach Niagara Falls by 2023. City accomplished its goals. Work will begin to assist partners with implementation. 	<i>Not identified</i>
Potential Measures	Development of plan for GO hub [<i>Timeline to be confirmed</i>]	

Economic Sustainability (9)

Goal 3: Develop Partnerships to Enhance the Economic Vitality of the community

Action Item: 3.3	In partnership with municipal transit partners develop a regionally integrated transit system	Leads: SC Transit/ Mayor/ CAO
Proposed Action/ Comments/Priority	<p>Update. Revise item to read: “Support the development and approval of MOU which will go to Region and three municipalities by Q3 2017 while recognizing that this item is not in the direct control of the City”</p> <p>Comments:</p> <ul style="list-style-type: none"> • Mayors Working Group and Transit Managers Working Group worked with Region and consultant to develop a final report. Received triple majority support required for Region to become the provider. Working Group and Steering Committee will work on implementation. MOU will go to Region and three municipalities by Q3 2017. 	High
Potential Measures	Level of support provided in the development and approval of MOU in 2017	

Economic Sustainability (10)

Goal 3: Develop Partnerships to Enhance the Economic Vitality of the community

Action Item: 3.4	Work with municipalities of Niagara-on-the-Lake and Niagara Falls to transfer operations of the Niagara District Airport to the Region of Niagara	Leads: Mayor & Council/ CAO
Proposed Action/ Comments/Priority	<p>No change to this item</p> <p>Update. Add a separate item as 3.5: “Explore opportunities for shared services with other municipalities within Niagara Region and third party service providers”</p> <p>Comments:</p> <ul style="list-style-type: none"> • Working with the Region to take on operations and governance of Niagara District Airport • Environmental impact assessments required by airport (municipalities) before the Region will take any further steps • NF, NOTL, St. Catharines will bring forward report with costs for second phase EA and valuation of enterprise • Report to be for Region's consideration before any negotiations move forward or options explored. Timeline Q3 2017. 	<i>Not identified</i>
Potential Measures	<p>3.4: Completion of environmental assessment by Q3 2017</p> <p>3.5: Identification of opportunities for shared services by [<i>Timeline to be confirmed</i>]</p>	