The Corporation of the City of St. Catharines
CITY COUNCIL AGENDA
Special Meeting, Monday, June 7, 2021
Electronic Participation, 6:00 PM

As part of the City's commitment to safety during the COVID-19 pandemic, this meeting of Council will be held electronically.

This Meeting may be viewed online at www.stcatharines.ca/youtube

Public Comments: The public may submit comments regarding agenda matters to the Office of the City Clerk by contacting clerks@stcatharines.ca by Monday, June 7, 2021 before Noon. Comments submitted will be considered as public information and entered into public record.

Electronic Delegations: Those wishing to speak to an item on the agenda must complete the City's Electronic Delegation Form by Sunday, June 6, 2021 before 11:59 p.m. and attend a test session with City staff on Monday, June 7, 2021 at 10 a.m.

His Worship Mayor Walter Sendzik takes the Chair and opens the meeting

Page

1. Adoption of the Agenda

2. Declarations of Interest

3. Presentations

3 - 15 3.1 Liz Palmieri, Liz Palmieri & Associates
Status of the 2019 - 2028 City of St. Catharines' Strategic Plan

4. Resolve into the St. Catharines Hydro Inc. Special Meeting of the Shareholder

5. Resolve into the St. Catharines Hydro Inc. Annual Meeting of the Shareholder

6. By-laws

6.1 Reading of By-Laws

(a) A By-law to authorize the execution of shareholder resolutions passed at the annual shareholder meeting and special shareholder meeting of St. Catharines Hydro Inc. (One reading – with respect to the annual shareholder meeting and special shareholder meeting of St. Catharines Hydro Inc. of June 7, 2021.)

(b) A By-law to confirm the proceedings of council at its special meeting held on the 7th day of June 2021. (One reading - with respect to confirming the proceedings of the meeting held on June 7, 2021.)

7. Adjournment

Report on status of

2019-2028

City of St. Catharines' Strategic Plan

prepared by:

Liz Palmieri, April 2021

Report on status of 2019-2028 City of St. Catharines Strategic Plan

Background on the review process

The City of St. Catharines developed its strategic plan at the beginning of the current term of Council. It should be noted that this was only the second time Council developed a strategic plan. The current plan is to be implemented between 2019 and 2029.

In February, consultant Liz Palmieri was engaged to work with members of Council and the senior leadership team (SLT) to determine the progress of the city on implementing the plan. A report was prepared by SLT that showed progress towards implementing the various objectives in the plan. This report was shared with members of Council and SLT. During March they all participated in one-on-one telephone interviews with the consultant. Subsequent to these interviews, a second interview took place with the consultant and the two Council members for each city ward.

During the first interviews the following questions were asked:

1. For each of the objectives, does this objective still make sense as a priority in the strategic plan? If not, why?
2. Has this objective been impacted by the pandemic and if so, how?

During the second interview with the ward Councillors, the following was asked:

1. Imagine that you are in the final year of the current term. What would you be most proud of in terms of what the city has been able to achieve over your term?
2. There are issues affecting the quality of life in the city which are not funded directly by the city. These include affordable housing and the opioid crisis, both of which have become even more of an issue as a result of the pandemic. What role do you believe that the city can take in addressing these issues?

The above question #1 was also asked of members of the SLT via email and their responses were included with those of Councillors.

For this report, the following format will be used:

1. General observations of the consultant with respect to the plan. These observations are not specific to any particular objective.
2. Recommendations for consideration with respect to the strategic planning process going forward.
3. An outline of each of the objectives with anticipated completion date (if available), comments based on interviews and, where necessary, recommendations on changes to the objective.
4. Commitment of the SLT and Council to the current strategic plan

There is an appendix to this report that outlines some examples of strategic plan monitoring processes being undertaken by similar size Ontario municipalities.

General Observations

This strategic plan is a plan of plans laying the groundwork for Council to make informed decisions to move the city forward towards achieving the vision. As each objective is realized, Council will need to use the data and recommendations in the various plans to have more strategic conversations about the impact of each of the plans on the future growth and development of the city. There is a general consensus amongst all interviewed that the objectives in the current plan still make sense.

However, some felt that the objectives were too tactical and not strategic. And some felt that the objectives were part of the core business (i.e., regulatory framework) of the city so why were they included in the plan. While this is a 10-year plan, some felt that the some of the objectives will be achieved very early in the plan and that they need to be looked at again at the start of the term of the next Council. All agreed that the pandemic has slowed down the implementation of the plan.

Members of Council were pleased with the report that was prepared that accompanied this strategic plan update process. However, many members felt that there needs to be put in place some metrics or benchmarks to measure the progress on achieving each of the objectives. Perhaps key performance indicators (KPIs) could be agreed on to determine how Council tracks progress in each of the four pillars. In some municipalities, KPIs are published on the city's website along with progress towards achieving these.

Strategic plans typically inform annual operating plans and budgets of organizations. Like St. Catharines has done, many organizations set a 10-year vision and strategic priorities and/or pillars. The goals/objectives for a three-year period or the term of Council are then developed based on the priorities/pillars. Plans are typically reviewed and updated annually as circumstances change with a major review every three/four-year period. Regular updates on the progress of achieving the plans' objectives are also provided to leadership and the community. While Council is kept informed of the progress of individual objectives of the current plan, there is a desire by members of Council to have a regular update, at a minimum every six months, on the overall plan's progress.

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.

Note: colour coding in status represents **Orange: in progress** **Green: completed** **Red: not started**

Objective	Depts	Work Undertaken	Expected Completion Date	Status	Comments for consideration
1.1 Develop a Financial Plan as an overarching guiding document that informs all financial decisions and investments.	FMS PBS	Development and Community Benefit Charge study to be completed in 2021 Maintain/update existing plans/strategic (Procurement, Delegation, etc. and complete preliminary work to identify a format for a comprehensive long-term financial plan	Not identified		What will the Financial Plan and Capital Infrastructure Plans and Capital Financing and Debt Strategy accomplish strategically to build and grow a diverse and resilient economy? These plans are fundamental to the operations of the City and the decision making of Council and staff. This question needs to be answered in the next iteration of the strategic plan. Each of the objectives have many components that should be identified with an anticipated completion date for each. Mechanisms should be developed for on-going reporting on the status of the various workplans. Need to ensure that the asset management plan includes needs of all departments, including fire, fleet services. Need to consider the significant impact of various plans and task forces on future work/operations of the City as well as the relationship and collaboration opportunities with other levels of government in terms of financing and jurisdiction. Plans need to be reviewed regularly and adjusted based on opportunities and changing needs.
1.2 Develop a 10-Year Capital Infrastructure Plan that includes all major investments to address City needs, priorities and growth.	FMS EFES	Approval of Strategic Asset Management Policy	Completed		
		Update of the Tangible Capital Assets Policy	Q3/Q4 2022		
		Continuous delivery of the AMWG Workplan (developed in 2018)	On-going		
		Continued development of the Corporate Asset Management Plan in compliance with the O. Reg established by the Province	July, 2021		
		Continue to apply for funding to assist in enhancing the Asset Management Plan. Currently waiting on the status of a funding application completed in Q4 2020	On-going		
		Review of property surplus. Report to Council in June 2019 re City owned property. Surplus Property Task Force created by Council to assist with the review of properties	Not identified		
1.3 Establish a Capital Financing and Debt Strategy to balance affordability and investment needs.	FMS EFES	Annual Capital Budget Process	On-going		
		Update of the Corporate Debt and Strategy Policy	April 2021		
		Asset Management Plan update on Core Services to assist with capital spending	July 2021		

Objective	Depts	Work Undertaken	Expected Completion Date	Status	Comments for consideration
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.	EDTS PBS	Council approved strategy is on track. Building permit values continue to increase: 2016 $149,549,369; 2017 $ 195,570,292; 2018 $176,530,577; 2019 $ 258,452,492; 2020 $ 330,882,144 A key deliverable in the strategy is/was the creation of an Expeditor position. Reporting to both the Director of EDTS and PBS. The position has been instrumental in assisting proponents of expansions and new investments through all aspects of the approval processes bridging the work of the departments. Mid-2020 EDTS developed Pandemic Recovery Strategy identifying key initiatives, actions, and outcomes as the city prepares for a period of adjustment. Strategic Partnerships – Niagara Economic Development; Innovate Niagara, Tourism Partnership of Niagara, MOU w/ Town of Lincoln, TIAO OBIAA, Downtown Association, Hamilton/Niagara Partnership, Niagara Development Corridor	On-going		May want to consider extending the Economic Development Strategy into 2023 given impact of pandemic and then developing new 5-year strategy. Ensure that the actions in the Housing Action Plan are reported on regularly to Council. Given the city's geographic growth limitations, at some point Council needs to have a conversation about density, in-filling and how the community can grow. Consideration of whether to include in the plan research into the development of a Municipal Development Corporation is warranted.
		Housing Action Plan	completed		
		Weekday GO Rail service which began in 2019 and year-round weekend service. Staff continue to work with upper levels of government on the St. Catharines GO Station	2022		
		CIP approved	2020		

Social Well-Being Strategic Goal

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

Note: colour coding in status represents **Orange: in progress** **Green: completed** **Red: not started**

Objective	Depts	Work Undertaken	Expected Completion Date	Status	Comments for consideration
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.	PBS EDTS	Ontario Street Secondary Plan: SPM recruitment underway, work plan and RFPs	Q4 2021		Strategically the objective should read: Promote strong, compatible, connected neighbourhoods that enhance the quality of life. How this could be accomplished would be, for example, through the establishment of area-specific plans, identifying a priority listing of plans to be developed over the term of Council.
		GO Secondary Plan approved.	completed		
		GO Zoning on 2021 work plan in concert with Niagara Region.			
		Continuous work in key areas including Port Dalhousie, Downtown, and the West End Employment Lands	Not identified		
		CIP approved	2020		
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.	EFES PBS	Transportation Masterplan presented to Council Q4 2020. Final draft to be presented to Council for approval in Q1 2021.	Q1 2021		This objective is very specific and somewhat limiting. It should just read: Improve transportation and overall connectedness within the City and the tactic/initiative is the creation of the Transportation Master Plan. Once this plan is approved, Council needs to have strategic discussion about the impact of the plan on the operations and other plans within the city. The pandemic has demonstrated the increased active transportation options used by residents with the increase use of trails and bike lanes.
		Funding applications for new trails and assets submitted in 2020/2021.	Not identified		
		Discussions regarding regional pilot for separated/protected bike lanes	Not identified		
		Discussions regarding active transportation (AT) planned connections for the potential new GO Station in addition to various AT connections being completed in cooperation with the Region	Not identified		
		New sidewalks/trails/road connections being completed in key locations throughout the city improving support for alternative modes of transportation and complete streets initiatives	Not identified		

Objective	Depts	Work Undertaken	Expected Completion Date	Status	Comments for consideration
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	CRCS	Work ongoing for the Recreation Master Plan, including the creation of a Recreation Master Plan Advisory Committee	Not identified		This objective should be more concise as it contains a number of tactics/actions associated with the plan. Suggested wording could be 'Refine and implement the Recreation Facilities and Programming Master Plan (2015-2026)' The items in the list are specific tactics/initiatives to be undertaken presumably during the current term of Council.
		Parks Renewal Plan is underway. Funding has been applied for to support renewal, including Sunset Beach and Bogart Park			
		Park Legacy Plan developed	Completed		
		Outdoor Ice Rinks Policy created	Completed		
2.4 Invest and leverage outside investments in Canada Summer Games Legacy projects that will provide permanent facilities and upgrades for future generations.	Various	Canada Summer Games construction continues in 2021 with venues at Brock and Henley Island being completed.	2021 (fall)		This objective strategically should be reworded as follows: Provide permanent recreation facilities and upgrades for future generations. The Canada Summer Games facilities is one tactic/initiative to be implemented during the current term of Council. This allows for the creation of other tactics/initiatives over the 10 year span of the strategic plan.
2.5 Update the Parks Policy Plan to include options for urban parks, civic spaces and exploration of a community benefits strategy.	CRCS PBS	Staff to prioritize this policy section in Q3 2021	Q3 2021		Once the Parks Policy Plan is developed it is critical for Council to have a strategic discussion relating to how the plan will build and support strong, inclusive neighbourhoods that provide high quality of life for residents of all ages.
		Community benefits strategy consultants retained	Q4 2021		

Environmental 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.

Note: colour coding in status represents **Orange: in progress** **Green: completed** **Red: not started**

Objective	Depts	Work Undertaken	Expected Completion Date	Status	Comments for consideration
3.1 Develop a Climate Change Action Plan that will address, at a minimum:	EFES	It should be noted that there is no "Climate Change Action Plan". Rather, departments and working groups are completing work that contributes to an overall vision of reducing the City's negative impact on the climate.			Recommend that the objective be amended to: Reduce the City's negative impact on the climate. The items identified can be reworded and listed as tactics/initiatives to be undertaken, with timelines for completion during the current term of Council The City may want to consider putting a climate impact 'lens' on all tactics/initiatives going forward. The OECD uses a societal 'well-being' lens which has the potential to create two-way alignment between climate change mitigation and broader well-being goals. Including indicators of success in this area helps the City determine movement forward in addressing the impact of climate change in our community. Here is a link to the OECD report: Accelerating Climate Action Refocusing Policies through a Well-being Lens The City of Prince George has adopted a series of targets for climate change that align with federal goals, something Council may want to consider. See Prince George Climate Change Plan
Climate change impacts and mitigation plans		Climate Change Adaption Plan being developed	Q2 2021		
Energy conservation and demand management		Energy Conservation Demand Management Plan developed	Completed		
		Continuous work to meet targets identified in the plan is ongoing	On-going		
Waterfront/shoreline protection and water course erosion		Shoreline protection projects currently being completed on a priority basis based on the Shoreline Protection review.	Not identified		
Advocacy for updated floodplain mapping		Application submitted for funding to assess the risk of high Lake Ontario water levels.	Not identified		
		Floodplain mapping for Richardson's Creek, Walker's Creek and Beamer Creek.	Not identified		
Storm water management options (e.g. future rate system)		No reported action to date			

Objective	Depts	Work Undertaken	Expected Completion Date	Status	Comments for consideration
Identify capital investments to address climate change		No reported action to date			
Establish corporate waste reduction targets and sustainable building guidelines		Waste Management Strategy developed	Completed		
		Pilot initiated in 2020 and will continue through 2021	2021		

Cultural Renaissance 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.

Note: colour coding in status represents **Orange: in progress** **Green: completed** **Red: not started**

Objective	Depts	Work Undertaken	Expected Completion Date	Status	Comments for consideration
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	CRCS	Museum Interpretive Plan approved by Council	Completed		The specific strategies associated with this objective should not be reflected in the objective but in tactics/initiatives to be implemented to achieve the objective. Recommended that the amended objective be: Update the Inspire St. Catharines Culture Plan.
		Phased implementation of Museum Interpretive Plan	On-going		
		Funding received for specific projects including the Totem Pole Restoration at Centennial Park and the Welland Canal Fallen Workers Memorial	Completed		
		Hiring of Supervisor of Culture position	2021		
		Supervisor of Culture to work with Arts and Culture Committee to update the Inspire St. Catharines Culture Plan	To be revised		

Commitment of SLT and Council to Strategic Plan

Throughout this review process what was apparent was the genuine desire and commitment, by virtually everyone interviewed, to the health, well-being and growth of the City. This was particularly demonstrated in the responses to the question: what would you be most proud of in terms of what the city has been able to achieve over this term of Council? Below are the answers.

We (Council and staff) have been able to work together collaboratively to develop new strategies, plans and ideas which will help us meet the needs of the community moving forward. By doing so, we are able to be more nimble, creative and responsive to the needs of our community.

In terms of a capital shared investment, I am most proud of Council's decision to approve a partnership investment in Canada Games Park. Resource constraints often limit our ability to invest in new infrastructure. Investing in shared regional facility – STC, Thorold, Niagara Region will provide a legacy for all partners.

I am most proud of our pandemic response plan developed internally and unanimously approved by Council. This plan charts the course for recovery, ensuring we keep our residents and employees safe, while returning to a full level of services, programs and operations.

Every day we can be proud of our work with residents in our community. More operational things by providing good services. Local government is the most democratic form of government.

Efforts towards becoming a compassionate city (homelessness, needlestick clean ups), sensitivity to the financial position that some of our citizens have been in (Covid-19 delayed payments), to the hiring of a diversity inclusion role and engagement regarding budgets/projects/Council committees, the ability to pivot and still engage older adults during a time that they could not access our facilities...so many things can be brought forward as examples.

Declaring the climate emergency and working towards mitigation.

Council has been supportive of the initiation and completion of some very strategic documents and masterplans that will help guide the way that the City will conduct its business in a more responsible and strategic manner for the foreseeable future, while addressing the needs of the community in accordance with the strategic priorities.

The creation and validation of the Anti-Racism, Equity & Inclusion and LGBTQ2t Advisory Committees and further the commitment to hiring a permanent diversity, equity and inclusion staff person.

We finally have a transportation master plan which is foundational in terms of how the city grows and streets for people. We made massive progress on the GM lands through incentives and enforcement – zoning and community improvement plan. We made strides in building affordable housing in the city. Echo the GM lands and important to let the community know about the progress.

Longer term plans being developed around recreational facilities.

The way we handled the pandemic and managed to provide relief for residents and businesses and that key services stay on track and didn't use pandemic as an excuse to continue to hold things together.

Made strides in the way we do things – especially about walkability, making sure that walkable links, building more pedestrian friendly downtown – Used the pandemic to accentuate some of the positive

The development of Partridge Park. This was a pilot project which was pushed on by the residents. Now it's real teamwork between the residents and the members of Council. A model for other wards in the city.

In Merritton, how our planning guidelines enabled us to squeeze an apartment complex in a very narrow building lot.

All of the new builds in the city (Bethlehem, Port Dalhousie, build in Glendale). GO Transit. Major developments taking place across the city behind Fresh CO plaza. The Facer Street Festival and the revitalization of Facer Street and the Design District. Tremendous foot path from Waterfront to Welland Ave.

Our response to the pandemic and how we dealt with it – we were bold re face mask bylaw – our leadership in this area. The near to below 2% tax increase as a result of the pandemic. Council coming together asking the feds to ease the financial burden on the city

Endorsed the Canada Summer Games tremendous for the community – Brock/Henley

All of the contributions of the neighbourhood groups to the quality of life in their communities

Working on new corporate structure of the FOPAC – closing of St. Paul St. – we rely tremendously on staff – lots of respect;

CIP ; passing of the official plan and the GM property rezoning. CIP new program, Transportation Master Plan, Aquatics Strategy – Active Transportation – these are game changers for the city. Pretty proud of how we marshalled our way through Covid as best as we could.

The fact that we've provided leadership in the pandemic and came out of it with a very minor budget increase without providing service cuts. I really think that the city and Council is showing leadership in so many different areas. People in the community are starting to look to us for leadership – living wage, anti-racism conversations.

How every new member of Council needed to understand that it takes time to develop plans and policy.

I would be most proud if we would be able to maintain essential services while keeping overall expenses increases at inflation or below. The progress that the library has made during Covid. That Council has declared a climate change emergency unanimously.

Managing through a global pandemic and continuing to serve our residents and business community with innovative and creative solutions while continuing to be financial responsible and resilient. This on top of the regular work that is done by Council and City Staff. That the City of St. Catharines continued to be a leader to the rest of the Niagara Municipalities and not being afraid to make decisions, revaluating, pivoting and always balancing the health safety of the community and staff within each decision.

The reintroduction of development charges in our City. This is a significant milestone and a ton of work that has impacted almost every City department.

Recommendations for the remaining term of Council

1. Council direct staff to develop key performance indicators (see Appendix A for examples for similar size municipalities)

2. A semi-annual review of the strategic plan take place with the Committee of the Whole (spring, early fall)

3. All members of Council take part in Budget Committee meetings during the fall.

4. Review committee and task force mandates to ensure alignment with strategic plan.

5. Improve communication between staff and council with respect to funding applications and other matters that advance the plan's priorities.

6. Create a new pillar in the plan relating to improving the internal capacity of the city (relates to employee well-being, internal processes and policies).

7. Amend the strategic plan objectives, in early fall of 2022, to become more strategic while relying on staff to operationalize work plans guided by the objectives. This should be something done every 4 years in advance of the election.

APPENDIX A

Samples of strategic plan progress reports from Ontario cities with a population similar to St. Catharines'.

City of Guelph

Implementation of the City's Strategic Plan - Action Plan and Performance Measurement and Framework

This appears to be a new initiative of the city with the desired outcome of to be the development of a strategic plan performance measurement framework:

- Create action plans and scorecards that include key initiatives, timelines for completion, accountabilities, and metrics for each initiative.
- Facilitate staff willingness to embrace a change management mindset to align work effort to the strategic priorities.
- Develop a performance measurement framework to track and regularly report on the progress of the implementation of strategic priorities.
- Secure confidence and buy-in from City staff, Council and community stakeholders surrounding the operational plan's ability to drive the City forward.

City of Barrie

Barrie's Strategic Priority Dashboard

City Council's 2018–2022 Strategic Priorities guide the strategic direction for the City. The Council Strategic Priority Dashboard includes 15 key performance indicators that gauge the City's progress towards implementing key strategies, providing a snapshot of overall progress towards five of Council's priorities.

City of Cambridge

Strategic Plan Dashboard

The Strategic Plan Dashboard is an online tool to help citizens learn more about the key corporate initiatives at the City of Cambridge. These strategic actions and initiatives work together to implement the Strategic Plan and contribute to the quality of life in Cambridge. Explore this dashboard to see a summary of the work underway.

Cambridge also produces and publishes their annual business plan which includes KPIs, strategic theme, goals, actions, initiatives, description, start and end date.

City of Cambridge Business Plan

City of Sudbury

The City publishes an annual performance report that includes key performance indicators as well as status of initiatives within their current strategic plan.

Greater Sudbury 2019 Performance Report