

Implementation Plan

| Goals | Actions | Measurables | Financial/Resource Implications |
|---|--|-------------|---------------------------------|
| <i>1. Service and Simplicity - Quality and Innovative Delivery of Customer Services</i> | | | |
| Our goal is to make interacting with our city simple through clear communication, efficient and effective processes, and making the best use of appropriate technologies. We will create a seamless “one stop shop” with exemplary customer service throughout the organization to meet the needs of our community. | Complete Customer Relationship Management (CRM) project | | |
| | Implement Service Delivery Review | | |
| | Partner with Niagara municipalities on a Shared Services Review | | |
| | Create a smart city strategy and open data initiatives | | |
| <i>2. Attracting Business Investment and Tourists to Port Colborne</i> | | | |
| Our goal is to ensure that Port Colborne is investment-ready. In addition to commercial and industrial investment, we will become a desirable tourist destination showcasing the unique historical, cultural, and natural elements of our community for visitors and residents alike. | Implementation of City Real Estate Project | | |
| | Create Affordable Housing Strategy and Action Plan | | |
| | Partner with Hamilton Oshawa Port Authority on an MOU and plan for redevelopment of east side industrial lands | | |
| | Comprehensive Review of Community Improvement Plans | | |
| | Continued implementation of Economic Development Strategy and Action Plan | | |
| | Implementation of Tourism Strategy and Action Plan | | |
| | Implementation of Cruise Destination Strategy and Action Plan | | |

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| | Repurposing and renewal of Niagara South Coast Tourism Association (NSCTA) | | |
| 3. City-Wide Investments in Infrastructure & Recreational/Cultural Spaces | | | |
| Our goal is to build new infrastructure, renew existing infrastructure, and upgrade facilities and public spaces for our residents and future growth. | Infrastructure Needs Study (INS) | | |
| | Asset Management Plan (AMP) | | |
| | Facility Condition Assessments | | |
| | Growth Management Strategy | | |
| | Long Term Capital Plans - Budgets | | |
| | Downtown CIP Project – Planning/Visioning Phase | | |
| | Renew/integrate cultural-related strategic plans (Museum, Library) | | |
| | Investigate creation of a Cultural Block to provide residents and visitors with a safe, accessible outdoor destination that is also a platform for programmes and events | | |
| | Create a renewed vision for the Roselawn Centre in concert with community partners | | |
| | Implementation of Parks and Recreation Master Plan | | |
| 4. Value: Financial Management to Achieve Financial Sustainability | | | |
| Our goal is to provide strong governance and proactive planning that manages our taxpayer dollars wisely and anticipates the City's future financial needs. | Development of Financial Policies and Strategies | | |
| | Implement a new streamlined budget process | | |
| | Rates and Fees Review | | |

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| | Create Business plans for City assets (i.e., Nickel Beach, Marina) | | |
| | Pursue federal-provincial grants, naming rights, and sponsorships, and public private partnerships | | |
| | Undertake an Expenditure Review of City programs focusing on cost containment and maximizing value for taxpayers | | |
| 5. People: Supporting and Investing in Human Capital | | | |
| Our goal is to have programs and initiatives that attract and retain talent and create a culture of continuous improvement and performance excellence at the City of Port Colborne. An engaged and empowered workforce generates the kind of positive momentum that brings effective results. | Develop a performance management model of employee evaluation | | |
| | Develop a recognition and rewards program for City staff | | |
| | Prepare succession plans | | |
| | Complete employee engagement survey and action plan | | |
| | Create an in-house professional development program for City staff | | |
| | Create a Diversity and Inclusion Committee | | |
| | Create a City Wellness Committee | | |
| 6. Governance: Communications, Engagement, and Decision-Making | | | |
| Our goal is to promote sound-decision-making; fair and equitable representation; a commitment to openness and transparency; active public engagement through | Review of Council governance documents including Procedure By-law, Code of Conduct and Transparency and Accountability Policy | | |

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| corporate communications and outreach; and strong partnerships with key community stakeholders. | Review the mandate of Council Committees & Terms of Reference | | |
| | Comprehensive review of Council governance system | | |
| | Develop Council professional development and training resources | | |
| | Implement new agenda management software | | |
| | Create new records retention management system | | |
| | Develop and implement a corporate wide rebranding strategy | | |
| | Create a new website and social media strategy to support enhanced communications and customer service | | |
| | Develop external and internal communications strategy for increased awareness, info sharing, and public engagement | | |