



PORT COLBORNE

## 2020-2023 Strategic Plan - Implementation Progress Report

Goals	Actions	Funding Source	Status – Next steps/ Timelines
Our goal is to make it simple to interact with the City 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.	<p><b>Complete</b> Customer Relationship Management (CRM) software</p> <p><b>In-Progress</b> Provide a streamlined, consistent service channel that is relevant, valuable, and accessible to service users</p> <ul style="list-style-type: none"> <li>• Water meters repair and replacement process</li> <li>• Customer experience through AudienceView</li> <li>• Online payment options for users completing service applications online</li> <li>• Digital service channel for building permit applications and payments</li> </ul> <p><b>In-Progress</b> Customer Service counters upgrade</p> <p><b>Complete</b> Incentive for pre-authorized payments (PAP); introduction of online payments 24/7 via</p>	Municipal Modernization Grant	<p><u>Lead Department/Division:</u> Corporate Services (Customer Service)</p> <p>Major CRM project elements implemented from 2020-2022, with continued improvements, enhancements, and training in 2023 (e.g., workflow, service levels, notifications, and further integration to replace legacy software)</p> <p>Improve customer experience for water meters repair and replacement, event ticketing, online payments, and through the digital service channel</p> <p>Corporate Services and Public Works are continuing to review cost-effective options with the retained design firm to upgrade the customer service counters</p> <p>Corporate Services has retained professional services,</p>

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The goal of this internal and external review of service delivery is excellence.	the City website; introduction of Virtual City Hall that provides “one stop shop” to access to account information; online service requests on the City’s website  <b>In-Progress</b> Phone system upgrade		continues to leverage their partnership with Microsoft, and will proceed with the migration to a cloud-based phone system by Q4 2023
	<b>In-Progress</b> Implement Service Delivery Review	Municipal Modernization Grant	<u>Lead Department/Division:</u> Corporate Leadership Team (CLT)  Public Works departmental review is complete and service delivery review will be initiated in 2023
	<b>In-Progress</b> Partner with other Niagara municipalities on a shared services review	Niagara Region Council approved \$100,000 in April 2021 to retain a consultant to assist with this initiative	CAO and CLT are discussing shared service opportunities with LAMs, including the joint procurement of flow monitors for the sanitary system and a holistic HR system
	<b>In-Progress</b> Create a smart city strategy and open data initiatives  <b>Complete</b> Improved Wi-Fi capabilities at many City facilities, including the Vale Health & Wellness Centre, Sugarloaf Marina, and	Funding not required for development of initial framework	<u>Lead Department/Division:</u> EcDev/Strategic Initiatives and Corporate Services  Staff are looking at ways to expand Wi-Fi capabilities in other public spaces and to align with the Parks and Recreation Master Plan

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	<p>the Port Colborne Public Library</p> <p><b>In-Progress</b> Public-facing website for snow plows and snow removal</p>		Public Works is working on the public-facing website
	<p><b>Complete</b> Be a partner in the Libraries in Niagara Cooperative (LiNC) for expanded cost savings and resource-sharing</p> <p><b>In-Progress</b> Connectivity project with upgrades to equipment and phone system</p> <p><b>In-Progress</b> Expand access to technology, including digital green screen</p>		<u>Lead Department/Division:</u> Library
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.	<p><b>In-Progress</b> Creation of a Cultural Block (includes Roselawn Centre) to provide residents and visitors with a safe, accessible outdoor destination that is also a platform for programmes and events</p> <p><b>Complete</b> Creation of monthly meetings with Director of Museum and Culture and Lighthouse Theatre</p>	No funding source	<u>Lead Department/Division:</u> Museum/Library

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	<b>Complete</b> Community Engagement Officer (one-year) contract position created to assist with developing and implementing a range of marketing and communication strategies to build community awareness and relationships		
	<b>In-Progress</b> Implementation of multi-phased City Real Estate Project  <b>Complete</b> Phase 1 complete - 6 parcels	No funding required	<u>Lead Department/Division:</u> EcDev/Strategic Initiatives  Phase 2 (infill lots) is ongoing  Phase 3 (irregular, small city parcels) – Staff report expected for Q2 2023  Staff are reviewing other potential surplus properties
	<b>Complete</b> Affordable Housing Strategy and Action Plan	\$75,000 approved in 2020 Capital Budget	<u>Lead Department/Division:</u> EcDev/Strategic Initiatives and Planning  Staff are working on implementation plan for recommendations and coordinating updates to the Official Plan and Zoning By-law
	<b>In-Progress</b> Investigate opportunities and potential partnerships to	No funding required	<u>Lead Department/Division:</u> EcDev/Strategic Initiatives

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	facilitate the redevelopment of the east side industrial lands		Staff are having ongoing discussions with Region on pipe crossing of infrastructure across the canal to service future development
	<b>In-Progress</b> Comprehensive Review of Community Improvement Plans	\$125,000 approved	<u>Lead Department/Division:</u> EcDev/Strategic Initiatives  Staff report with recommendations to be presented Q2/Q3 2023
	<b>In-Progress</b> Continued implementation of Economic Development Strategy and Action Plan	Initiatives requiring funding will be brought forward for approval; many will have minimal cost as they are part of the Divisional work plan	<u>Lead Department/Division:</u> EcDev/Strategic Initiatives  Refreshed strategy to be presented Q2 2023
	<b>In-Progress</b> Tourism Strategy and Action Plan, and implementation of Cruise Destination Business Case	Proposed initiatives to be costed and brought forward for budget consideration; some could be funded from Municipal Accommodation Tax (MAT)	<u>Lead Department/Division:</u> Tourism/Strategic Initiatives  New strategy to be presented Q2/Q3 2023
	<b>In-Progress</b> Waterfront Centre	\$750,000 in approved funding from FedDev  Staff are exploring other public and private sector funding sources	<u>Lead Department/Division:</u> Strategic Initiatives  Project update provided in February 2023  Project has been rescoped and will move forward with public consultation and engagement with key stakeholders, including Downtown BIA, in Q2/Q3 2023

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	<b>In-Progress</b> Niagara's South Coast Tourism Association (NSCTA)	Funded from Municipal Accommodation Tax (MAT)  Confirming funding contributions from municipal partners Q2 2023	<u>Lead Department/Division:</u> Tourism/Strategic Initiatives  Business and marketing plan expected for Q3 2023
Our goal is to build new infrastructure, renew existing infrastructure, and upgrade facilities and public spaces for our residents and future growth.	<b>In-Progress</b> Infrastructure Needs Study (INS)	\$750,000 approved in 2021 Capital Budget	<u>Lead Department/Division:</u> Public Works/Engineering  Contract awarded and final report expected for Q2 2023
	<b>In-Progress</b> Asset Management Plan (AMP)	TBD	<u>Lead Department/Division:</u> Public Works/Engineering  Tied in with INS; Contract awarded and final report expected in 2023
	<b>In-Progress</b> Building Condition Assessments (BCA)	Funding approved	<u>Lead Department/Division:</u> Public Works/Engineering  Staff are finalizing an RFP
	<b>In-Progress</b> Growth Management Strategy  <b>In-Progress</b> Development Charges Background Study  <b>Complete</b> Planning/Building Fees Review	No funding source	<u>Lead Department/Division:</u> Public Works/Engineering, Strategic Initiatives, and Planning  Population Growth Projections - Independent review expected for Q2 2023  DCs Background Study is being initiated in 2023 with new DCs will take effect in 2024

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	<p><b>Complete</b> Established a “Development Team” approach to work closely with investors and streamline review process and development approvals</p> <p><b>Complete</b> Engineering Fees reviewed internally and approved by Council</p>		<p>Planning/building fees are being implemented in 2023</p> <p>Staff are examining the need for external review of Engineering Fees</p>
	<p><b>In-Progress</b> Long Term Capital Plans - Budgets</p>	No funding required	<p><u>Lead Department/Division:</u> CLT</p> <p>INS to inform major capital plans for roads, water, and wastewater</p> <p>Environmental Conservation and Demand Management (ECDM) to inform Facilities</p> <p>Building Condition Assessments (BCA) to inform Facilities</p> <p>Parks staff are working on a five-year capital budget plan for 2024 budget deliberations based on the Parks and Recreation Master Plan</p>
	<p><b>In-Progress</b> Downtown CIP project</p>	\$1 million approved (2020 Capital Budget) but deferred	<p><u>Lead Department/Division:</u> Public Works/Engineering,</p>

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		<p>\$250,000 approved in 2022 Capital Budget to complete updated Secondary Plan</p> <p>Funding has been redirected to Capital Contingency Account</p>	<p>Strategic Initiatives, and Planning</p> <p>Staff are reviewing city-wide infrastructure priorities as well as coordinating infrastructure work with future projects in the downtown core, including West Street (renewal project)</p>
	<p><b>Complete</b> WiFi project and Library capital projects: renovation of the public service desk area; more public workstations, installation of meeting/study areas; widening King Street entrance to improve accessibility, updating King Street Sign</p> <p><b>In-Progress</b> Library capital projects: Flat roof repairs, elevator modernization, backflow/water closet upgrade, and accessible doors</p> <p><b>In-Progress</b> Museum capital project: Installation of art storage system in heritage resource centre creating space more access to collection and</p>	<p>No funding source</p> <p>Museum and Library Directors are working together on securing funds for Cultural Block goals</p>	<p><u>Lead Department/Division:</u> Museum/Library</p>



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	available space for new artifacts and archives		
	<p><b>In-Progress</b> Create a renewed vision for the Roselawn Centre in concert with community partners</p> <p><b>Complete</b> Director of Museum and Culture given management oversight of Roselawn Centre</p> <p><b>In-Progress</b> Roselawn capital projects: Second and third floor electrical retrofit, PA and audio system replacements, theatre roof structure and skylight replacement</p>	\$640,000 approved from Roselawn reserves	<p><u>Lead Department/Division:</u> Museum and Tourism/Strategic Initiatives</p> <p>Facilities staff are conducting upgrades and capital projects work</p>
	<p><b>In-Progress</b> Implementation of Parks and Recreation Master Plan</p>	Staff will come forward with costed projects and initiatives to include in future budget discussions	<p><u>Lead Department/Division:</u> Recreation Implementation Group</p> <p>Cross-divisional team is meeting monthly to actively collaborate on operationalizing this plan and bringing initiatives to Council to invest in beaches, trails, and park amenities</p>
Our goal is to provide strong governance and proactive planning that manages our	<p><b>In-Progress</b> Development of Financial Policies and Strategies</p>	No funding required	<p><u>Lead Department/Division:</u> Corporate Services</p>

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taxpayer dollars wisely and anticipates the City's future financial needs.	<b>In-Progress</b> Implement a new streamlined budget process	No funding required	<u>Lead Department/Division:</u> Corporate Services
	<b>In-Progress</b> Rates and Fees Review  <b>Complete</b> Fee reviews for Marina, Cemetery, Planning, and Building  <b>Complete</b> Engineering Fees	No funding required	<u>Lead Department/Division:</u> Corporate Services  Implementation of new fees in 2023
	<b>Complete</b> Create business plans for City assets (i.e., Nickel Beach and Sugarloaf Marina) and implementation	No funding required	<u>Lead Department/Division:</u> Corporate Services
	<b>In-Progress</b> Pursue federal-provincial grants, naming rights, and sponsorships, and public private partnerships  <b>Complete</b> Supervisor of Events and Sponsorship position created	No funding required	<u>Lead Department/Division:</u> Corporate Services and EcDev/Strategic Initiatives  Funding applications submitted to: <ul style="list-style-type: none"> <li>• Rural Economic Development Program.</li> <li>• Disaster Mitigation and Adaption Fund</li> </ul>
	<b>In-Progress</b> Undertake an Expenditure Review of City programs focusing on cost containment and maximizing value for taxpayers	No funding required	<u>Lead Department/Division:</u> Corporate Services and CLT

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	<b>In-Progress</b> Migration to Diamond financial software		<u>Lead Department/Division:</u> Library and Corporate Services
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.	<b>Complete</b> Develop a performance management model of employee evaluation	No funding required; included in 2022 and 2023 Operating Budget	<u>Lead Department/Division:</u> Human Resources  CAO Awards of Excellence program is being created and will be rolled out in Q2 2023
	<b>Complete</b> Develop a recognition and rewards program for City staff		
	<b>In-Progress</b> Prepare succession plans	No funding required	<u>Lead Department/Division:</u> Human Resources
	<b>Complete</b> Employee engagement survey	No funding required; any action items will be costed and included in the budget	<u>Lead Department/Division:</u> Human Resources
	<b>In-Progress</b> Action plan for employee engagement		Staff is working on an action plan
	<b>Complete</b> Quarterly Town Hall meetings with staff		
	<b>Complete</b> Create an in-house professional development program for City staff, requiring them to complete 25 PD hours annually	No funding required	<u>Lead Department/Division:</u> Human Resources

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	<b>In-Progress</b> Create a Diversity and Inclusion Committee	No funding required	<u>Lead Department/Division:</u> Human Resources  Committee terms established, and a Diversity and Inclusion Plan is under development  HR Manager sits on the Coalition of Inclusive Municipalities Committee
	<b>In-Progress</b> Create a City Wellness Committee	No funding required	<u>Lead Department/Division:</u> Human Resources
Our goal is to promote sound decision making; fair and equitable representation; a commitment to openness and transparency; active public engagement through corporate communications and outreach; and strong partnerships with key community stakeholders.	<b>Complete</b> Five-year strategic plans for Library and Museum	No funding source	<u>Lead Department/Division:</u> Museum/Library and Strategic Initiatives
	<b>In-Progress</b> Review of Council governance documents - Code of Conduct, and Accountability and Transparency Policy  <b>Complete</b> Procedural By-Law	Budget request for some items	<u>Lead Department/Division:</u> Clerks
	<b>In-Progress</b> Review the mandate of Council Committees and Terms of Reference	No funding required	<u>Lead Department/Division:</u> Clerks  Changes/enhancements to application and recruitment process in Q2 2023
	<b>In-Progress</b> Comprehensive review of Council governance system	Budget request	<u>Lead Department/Division:</u> Clerks

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	<b>Complete</b> Develop Council professional development and training resources	No funding required	<u>Lead Department/Division:</u> Clerks
	<b>In-Progress</b> Implement new agenda management software	Budget request	<u>Lead Department/Division:</u> Clerks  90% complete; closed session meetings – Q3/Q4 2023
	<b>In-Progress</b> Create new records retention management system	Funding approved in 2022 Capital Budget	<u>Lead Department/Division:</u> Clerks
	<b>Complete</b> Develop and implement a corporate wide rebranding strategy  <b>In-Progress</b> Collaborating with Public Works to roll out the Council-approved Signage Strategy, including upgraded park and welcome signage across the city	Departmental budget requests; Capital Budget (signage)	<u>Lead Department/Division:</u> Corporate Communications  Ongoing focus is on implementing established corporate brand standards across all corporate assets and materials
	<b>Complete</b> Create a new website and social media strategy to support enhanced communications and customer service	Funded from Municipal Modernization Grant	<u>Lead Department/Division:</u> Corporate Communications  Continuous improvement approach to website content maintenance, using feedback from Customer Service division and resident inquiries to inform enhancements

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			Growing audience engagement on social media
	<b>In-Progress</b> Develop external and internal communications strategy for increased awareness, info sharing, and public engagement	No funding required	<u>Lead Department/Division:</u> Corporate Communications  Online public engagement platform, “Let’s Connect, Port Colborne”, will be rolled out in Q2 2023 after staff training is completed

Updated: March 15, 2023