

TOWN OF ST. MARYS STRATEGIC PLAN | 2018 MID-YEAR REPORT CARD

In January 2017, St. Marys Town Council adopted an action-oriented strategic plan focusing on six key strategic pillars: **infrastructure**; **communication and marketing**; **culture and recreation**; **economic development**; **growth**; and **housing**. This Report Card provides a snapshot of our achievements for the first six months of 2018 and the priorities and tactics these achievements advance.

Pillar	Priorities & Tactics	Our Achievements so far in 2018
<p>Pillar #1: Infrastructure</p> <p>Focus on a progressive infrastructure plan that considers sustainability and growth, while balancing expected changes in provincial and environmental standards.</p>	<p>Develop a proactive infrastructure plan with short/medium/long term goals and a financial/funding plan.</p>	<p>Approved 2018 capital plan totalling \$9.61 M for rehabilitation and upgrades to Town assets and infrastructure.</p>
	<p>Ensure accessibility and inclusion are considered when designing infrastructure projects.</p>	<p>All capital projects reviewed and discussed with local Accessibility Advisory Committee.</p>
	<p>Plan for an updated water reservoir to address storage concerns.</p>	<p>Awarded the tender for water reservoir construction to H2Ontario on March 27, 2018. Construction forecasted to be complete by January 31, 2019.</p>
	<p>Plan for long-term waste management needs, with a view to reducing waste and increasing recycling opportunities.</p>	<p>Approved capital funding for completion of the Landfill Expansion Environmental Assessment.</p>
	<p>Digital fibre ducts</p>	<p>Received delegation from SWIFT and requested staff to research fibre optic implementation options for St. Marys. Divested Town land on Glass Street to enable Quadro Communications to begin fibre build-out in the North Ward.</p>
	<p>Develop a maintenance schedule for prioritized Town-owned heritage assets.</p>	<p>Tenders awarded and construction in progress for: historic water tower structural upgrades; library painting and roof, window, and carpet replacements; Town Hall window replacements.</p>



Pillar

Priorities & Tactics

Our Achievements so far in 2018

Pillar #2: Communication and Marketing

Focus on a proactive approach to communication, with plans developed that are comprehensive including engagement, marketing, tourism and economic development.

Develop: an engagement policy/communications plan for the public and staff; an improved web presence; a formal social media strategy; a media relations policy; and tools to measure communications effectiveness.

Develop a strategy for tourism, wayfinding signage, marketing, positioning and identity promotion.

Actively promote existing cultural/community events and seek to develop a new or re-branded existing event.
Actively work to incorporate the river into the cultural life of the Town.

Increased proactive communications through: media releases; social media posts; engagement surveys; improved web presence; open houses for Town infrastructure projects and community issues; service club meetings; and Coffee with Council events.

Improved internal communication process through introduction of quarterly communications meetings.

Rural Economic Development grant received for wayfinding signage strategy and tender awarded to Stempski Kelly.

Directed staff to create a "Tourism Action Plan" for the Town.

Redeveloped tourism publications, including: Stories of the Stores; Quarry brochure; and trail maps, which were distributed to Ontario travel centres, regional hotels and downtown businesses.

Revitalized the lower foyer at Town Hall to reflect a more welcoming environment for visitors and to better promote tourism information.

Provided Town-related content to the St. Marys Independent to assist with the development of the annual Visitor's Guide.

Partnered with the Stratford Tourism Alliance to develop a day-tripping map and 'itinerary' for St. Marys.

Added a new Community Directory to the Recreation and Leisure Guide and rolled out online Community Events Calendar.

Hired part-time Events Coordinator and planned new "just in time" events like Wellington Street Bridge Opening, FM 96 Day, liaison to Homecoming 2020, etc.

Provided a \$10,000 grant to support the 2018 River Rock Festival, resulting in its relocation to Milt Dunnell Park.

Developed new activities for the Heritage Festival that focus on the riverway.



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Priorities & Tactics

Our Achievements so far in 2018

Pillar #3: Balanced Growth

Focus on youth retention and attraction, attraction of newcomers, and industry/business attraction, retention and expansion.

Develop a youth retention and attraction strategy, and a youth engagement council.

Implement strategies and identify key community infrastructure needed to sustain growth and attract newcomers to the community.

Actively working on the Perth4Youth Strategic Plan.

Secured additional funding and implemented programming improvements to the Youth Centre.

Partnered with Perth South to host a youth-focused business networking breakfast and a career fair at DCVI focused on youth.

Partnered with 4 Counties Labour Market Board and Cascades to host Manufacturing Day event for youth.

Continued support of DCVI co-op program and participated in youth employment panels at DCVI to educate and expose students to careers with the Town and other municipal opportunities.

Hosted Parks and Recreation Ontario Youth Engagement workshop for adults.

Received funding from PRO to establish a Youth Council and engaging with DCVI students in the co-op stream to determine how the Town can improve engagement with youth.

Progressing through the Official Plan review to identify policies for future growth and attainable housing.

Supported waiver of \$19,340 in building and planning fees for hospital expansion.

Land development recommendations discussed by staff and consensus on development needs determined.



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Priorities & Tactics

Our Achievements so far in 2018

Pillar #4: Culture and Recreation

Focus on scale-appropriate recreation services that complement the Town's strategies for balanced growth and creating a cultural experience.

Complete a recreation master plan to ensure the right fit for recreational services.

Adopted a Recreation Master Plan on March 27, 2018 and began acting on its recommendations: creating multi-use courts at the tennis facility; partnering with the YMCA for reciprocal use of the pool and fitness facility; completing a recreation services survey to identify community trends.
PRC Strategic Business Plan prepared and adopted.

Implement strategies to fill vacant spaces at the PRC, including relocation of municipal and Library services, new programs and finding a permanent outside tenant.

Assigned staffing resource to focus on marketing and communications for the PRC and recreation programs.
Hosted the VON on a short-term rental contract and secured new bookings (Minor Hockey wing night).
Provided grant funding and variances for events located at the PRC to attract tourism and rentals.
Hosted PRC 10-year anniversary party complete with first ever Town-managed concert.
"Tales for Tots" hosted at the PRC in partnership with the Library.

Implement strategies to revitalize downtown and position the core as a culturally vibrant area, including: pedestrian friendly design; incentivizing heritage properties; investing in public washrooms; investing in local arts, culture and theatre.

Continued budget support of the Heritage and Façade Improvement Grants, and the Heritage Tax Rebate Program.
Supported the lease of the VIA station for cultural uses and provided a \$10,000 grant to the St. Marys Station Gallery.
Sign by-law review completed with a goal of maintaining the heritage aesthetic of the core.
Allocated \$44,000 in provincial grant monies to public art, downtown streetscaping and façade improvement/heritage property improvement.
Supported \$3,000 in cost sharing with St. Marys Community Players for improvements to Town Hall auditorium balcony.
Worked with Canadian Baseball Hall of Fame and Museum staff to install baseball exhibit to accommodate CBHFM renovations.

Develop strategies to enhance the profile of the Town's parks, with a focus on and investments in Cadzow Park as the primary family-oriented park and Milt Dunnell Park as the location for culture and events.

Approved a pavilion and splash pad for Cadzow Park revitalization in partnership with Rotary Club and Lions Club. Approved performing arts stage to complete the project.
Investments in event infrastructure at Milt Dunnell Park as a part of the spring flood remediation (i.e. electrical upgrades).

Develop a forestry and tree management policy.

Implemented year two of the Town's quadrant tree pruning program.
Progressed Sparling Bush Management Plan. Partnered with the Rotary, UTRCA and local schools for tree plantings and removal of invasive species. Approved installation of informational signage and boundary markers.
Directed staff to create a terms of reference for a Green Committee.

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Priorities & Tactics

Our Achievements so far in 2018

Pillar #5: Economic Development

Focus on culture as an economic driver, including the integration of creative planning concepts, while balancing traditional approaches of business attraction, retention and expansion.

Develop industry and business attraction, retention and expansion strategies, including: welcome wagon program; networking events; confidential meetings; business celebrations

Take on a leadership role in coordinating regional economic development activities and work to have a more prominent regional presence.

Divested Town-owned land at 45 Thames Road to facilitate business retention within St. Marys. Industrial land servicing strategy review and discussion underway.

Regular meetings held with local business owners to understand current business climate and constraints in St. Marys.

Partnered with County of Perth, lower-tier municipalities and the City of Stratford on a successful \$3.1 M Community Transportation grant to create public transportation (inter-city and intra-county).

Hosted numerous business networking and roundtable events.

Participated in job fairs (London, Markham, Toronto, Guelph and Kitchener).

Worked with local employers to promote and create more uptake of the Opportunity Lives Here job board.

Reworked industrial waste surcharge program.

Partnerships developed or improved with Chamber of Commerce, Stratford Tourism Alliance, investStratford, Stratford Perth Centre for Business and municipal economic development peers.

Partnered with Stratford Tourism Alliance to develop a day-tripping map and 'itinerary' for St. Marys.

Pillar

Priorities & Tactics

Our Achievements so far in 2018

Pillar #6: Housing

Focus on diversifying the Town's housing market to encourage the creation of housing that is attainable (rentals, infill, etc.).

Review municipal policies with an aim to encourage the development of attainable housing and to explore alternative forms of housing.

Approved zoning by-law amendment for 121 Ontario Street proposal to create up to 23 rental units and approved applications for secondary units at existing residences.

Gave direction regarding policies and tactics to encourage the development of attainable housing including: amending the zoning by-law to permit secondary units; implementing inclusionary zoning; pre-zoning of lands for attainable housing; reviewing various financial incentives to encourage development of attainable housing.

