

TOWN OF ST. MARYS STRATEGIC PLAN | 2017 REPORT CARD

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

Pillar	Priorities & Tactics	Our Achievements	Going Forward
<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 the Town's Asset Management Plan (AMP) and budgeted and delivered \$8M in infrastructure projects</p>	<p>Financial assessment to determine the Town's ability to fund the AMP</p> <p>Continued implementation of infrastructure projects identified in the AMP in priority order</p>
	<p>Ensure accessibility and inclusion are considered when designing infrastructure projects</p>	<p>Wellington Street Bridge; Emily, Warner and Jones Street reconstructions AODA compliant; various sidewalk intersection improvements</p>	<p>All infrastructure projects to be designed for AODA compliance and vetted by Accessibility Advisory Committee</p>
	<p>Plan for an updated water reservoir to address storage concerns</p>	<p>Awarded tender for water reservoir engineering services to BM Ross & Associates on June 27, 2017</p>	<p>Complete engineering design and tender for the water reservoir for the 2018 construction season</p> <p>OCIF funding application for this project</p>
	<p>Commence work on the Wellington Street Bridge replacement</p>	<p>Awarded construction tender to McLean Taylor on March 21, 2017</p>	<p>Project to be completed by end of 2017</p>
	<p>Plan for long-term waste management needs, with a view to reducing waste and increasing recycling</p>	<p>Approved posting of waste management environmental assessment on June 27, 2017</p>	<p>Report back on findings and recommendations of waste audit requested by Council</p>
	<p>Digital fibre ducts</p>	<p>Discussions held with local providers</p>	<p>Request consideration for blank conduits in future developments</p>
	<p>Create an inventory of construction ready projects for grant opportunities</p>	<p>Pre-design completed for Wellington Street South Reconstruction.</p> <p>Secured \$400k in CWWF funding for waste water projects.</p>	<p>Wellington Street South and Waterloo/Elizabeth Street reconstructions to be ready for 2020 grant application</p>
	<p>Develop a maintenance schedule for prioritized Town-owned heritage assets</p>	<p>Completed review of historic water tower structural upgrades; reconstruction of Library stairs; landscape design of Town Hall; engineering of Town Hall and Carnegie Library window replacements; mill race and dam improvements, museum painting</p>	<p>Town Hall and Carnegie Library window replacements</p> <p>Floodwall repairs (Provincially funded)</p> <p>Mill Race and Dam repairs beginning in 2019</p>

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Pillar

Priorities & Tactics

Our Achievements

Going Forward

Pillar #2: Communication and Marketing

Focus on a proactive approach to communication, with plans developed that are comprehensive including engagement, marketing, tourism, 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 measurement tools to measure communications effectiveness

Develop a strategy for wayfinding signage, marketing, and identity promotion

Actively promote existing cultural/community events, and seek to develop a new or re-branded existing event

Communication Plan adopted and hiring of part-time Events Coordinator approved
Increased proactive communications through media releases, social media posts, engagement surveys, and improved web presence

Rural Economic Development grant received for wayfinding signage strategy
Renewed 2017 Tourism-Oriented Directional Signage contracts
Published various tourism oriented marketing materials (Town of St. Marys Tourism Map, seasonal program guides, festivals and events guide, etc., advertisements in regional promotional materials)
Created "Visit Beautiful St. Marys" banners

Published advertising and promotional materials for Town and community events
Successfully delivered the Canada 150 celebration at Cadzow Park
Post-event surveys initiated as a continuous learning tool

Implementation of Council's preferred strategies to be budgeted for in 2018.
Streamlined social media approach to improve effectiveness

Development of a wayfinding and tourism signage strategy
Development of Tourism Plan with key messages and taglines for the Town's regional tourism positioning
Seek out tourism partnerships with regional partners (County Perth, Stratford Festival)

Continued promotion of Town and community events
New Events Coordinator to refine and further improve community events planning and delivery



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Pillar

Priorities & Tactics

Our Achievements

Going Forward

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
Develop a youth engagement council

Youth Strategic Plan adopted by Council
Invested in an updated childcare centre and a Town infant care program
Secured additional funding and implemented programming improvements to the Youth Centre resulting in increased membership
Increased youth engagement activities and direct contact with local schools

Implement youth employment support programs in partnership with Partners in Employment and Perth South
Creation of a youth council through the Youth Centre
Host a youth-based job fair

Implement strategies to sustain growth, and attract newcomers to the community

Initiated an Official Plan review to identify policies for future growth, and attainable housing
Approved development pre-consultation process to streamline approvals
Development charges study completed to ensure there is funding for future growth infrastructure needs

Completion of the Official Plan Review



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<p>Pillar #4: Culture and Recreation</p> <p>Focus on scale-appropriate recreation services that complement the Town's strategies for balance growth and creating a cultural experience.</p>	<p>Complete a recreation master plan to ensure the right fit for recreational services.</p>	<p>Recreation master plan completed by Monteith Brown Planning Associates</p>	<p>Research and implementation of the recommendations of the Recreation Master Plan</p> <p>Creation of a business plan to operationalize the financial recommendations for the PRC</p>
	<p>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.</p>	<p>Partnered with the BIA to upgrade street lighting</p> <p>Invested in refurbishment of street light poles</p> <p>Invested in landscape design and signage for Town Hall</p> <p>Continued budget support of the Heritage and Façade Improvement Grants</p> <p>Introduced the new Heritage Tax Rebate Program</p> <p>Approved funding for additional portable washroom in the core and for improvements to the Town Hall public washroom</p> <p>Opened Town Hall washroom 24/7</p> <p>Supported the lease of the VIA station for cultural uses resulting in the creation of the Station Studio and Gallery</p> <p>Sign by-law review initiated with a goal of maintaining the heritage aesthetic of the core</p>	<p>Propose the creation of a sub-committee to examine tactics for investment into and promotion of local arts, culture, and theatre</p> <p>Bike parking area planned for the west end of downtown</p> <p>Official Plan review to include a review of heritage conservation strategies</p>
	<p>Develop strategies to enhance the profile of the Town's parks, with a focus and investments in Cadzow Park as the primary family oriented Park and Milt Dunnel Park as the location for culture and events.</p>	<p>Invested in playground improvements at Cadzow Park</p> <p>Established a partnership with the Rotary Club for a future splash pad at Cadzow Park</p> <p>Established a partnership with the Lions Club for a future pavilion at Cadzow Park</p> <p>Re-directed the Town Car Show to Milt Dunell Field</p>	<p>Splash pad to be constructed at Cadzow Park in 2018, pending budget approval</p> <p>Pavilion to be constructed at Cadzow Park in 2018, pending budget approval</p> <p>Seeking a partner for the planned minor amphitheater at Cadzow Park</p>
	<p>Develop a forestry and tree management policy.</p>	<p>Direction given to staff to bring forward a draft policy for consideration</p> <p>Supported an "education first" approach to addressing various issues at Sparling Bush</p>	<p>Draft policy to be considered by Council in late 2017 early 2018</p> <p>Sparling Bush management plan to begin implementation in the fall of 2017 with more work in 2018</p>

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Priorities & Tactics

Our Achievements

Going Forward

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

Hosted business networking events
 Interviewed new businesses on experiences starting a business in St. Marys
 Met with local relators to determine opportunities for collaboration
 Created the monthly "St. Marys Business Update" email
 Secured free Growth Wheel training for St. Marys businesses
 Assisting the St. Marys BIA in the development of a strategic plan
 Continued budget support to allow for no development charges for industrial and commercial properties

Business to business networking events and annual celebration to continue
 Creation of an available land inventory as a resource for prospective businesses

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

Partnerships developed or improved with Chamber of Commerce, Stratford Tourism, investStratford, Stratford Perth Centre for Business, and municipal economic development peers
 Partnered in the "13 Ways to Kill Your Community" event
 Re-established the St. Marys/Perth South Joint Economic Development Committee

Joint Economic Development Committee to continue
 Further integration of the resources of the Stratford Perth Small Business Centre into the Town program
 Seek out tourism partnerships with regional partners (County Perth, Stratford Festival)
 Focus on youth-based initiatives in partnership with Perth South



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Priorities & Tactics

Our Achievements

Going Forward

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

Develop a list of Town-owned assets and explore options for these properties to be leased, sold, or made available for private-public partnerships to help advance housing tactics

Divested 121 Ontario Street (West Ward School) for a residential redevelopment focused on rentals

Supported several planning applications focused on infill development

Official Plan update will consider a review of policy tools that can be implemented to encourage attainable housing development

Other Operational Achievements

✓ Pursuing service level improvements and cost reductions by contracting with the Stratford Police Service

✓ Completed exercise "Hail Mary" a live-exercise to test the Town's emergency preparedness

✓ Improved the Town's yard waste collection program

✓ Advanced the Town's goals for an improved customer service experience by investing in a customer service training pilot program at the PRC

✓ Improved the Town bid and tenders process through an online bids and tenders solution

✓ Achieved service level improvements and cost reductions by contracting with MLS Planning Consultants

✓ Increased the patronage of the Youth Centre

