



**AGENDA**  
**Strategic Priorities Committee**

October 17, 2017

9:00 am

Council Chambers, Town Hall

**Pages**

1. **CALL TO ORDER**

2. **DECLARATIONS OF PECUNIARY INTEREST**

3. **AMENDMENTS AND APPROVAL OF THE AGENDA**

Resolution

**THAT the October 17, 2017 Strategic Priorities Committee agenda be accepted as presented.**

4. **DELEGATIONS AND PRESENTATIONS**

5. **STRATEGIC PRIORITIES REVIEW**

5.1 **PW 53-2017 Service Club Sign By-Law**

**3**

Resolution

**THAT the Strategic Priorities Committee recommends to Council:**

**THAT Council approve the draft Service Club Sign By-Law and further directs staff to finalize and bring forward the Service Club Sign By-Law**

5.2 **PW 58-2017 Solid Waste Rate Evaluation**

**15**

Resolution

**THAT Report PW 58-2017 Solid Waste Rate Evaluation be received for discussion.**

Resolution

**THAT CAO 37-207 regarding the 2017 strategic plan accomplishments and 2018 priorities be received for discussion.**

**6. NEXT MEETING**

November 21, 2017 - 9:00am, Town Hall, Council Chambers

- Planned Topics: Sign By-Law Review, Water and Wastewater Rate Review

**7. ADJOURNMENT**

Resolution

**That this meeting of the Strategic Priorities Committee adjourn at \_\_\_\_\_ p.m.**

# FORMAL REPORT

**To:** Chair Stratthdee and Members of Strategic Priorities Committee

**Prepared by:** Jed Kelly, Director of Public Works

**Date of Meeting:** 17 October 2017

**Subject:** **Service Club Sign By-Law**

## PURPOSE

To facilitate discussion regarding a draft Service Club Sign By-law, specifically focused on locations, and design considerations inclusive of sizing and number of signs.

## RECOMMENDATION

THAT the Strategic Priorities Committee recommends to Council:

THAT Council approve the draft Service Club Sign By-Law and further directs staff to finalize and bring forward the Service Club Sign By-Law

## BACKGROUND

The Town removed and replaced legacy entrances signs in 2005-2007 as a component of the downtown revitalization initiatives. Public Works removed legacy entrance signs which incorporated non-standardized service club signage, however, the replacement (existing concrete) signs do not have this feature. Internal institutional knowledge is limited, but staff has ascertained that the Town and the Services Clubs made a verbal agreement to install new service clubs sings. It is staff understanding the agreement was for separate pooled service club signs that would be installed at a later date to complement the entrance signs. However, due to significant staff turnover the installation of service club signage has been delayed.

Earlier this year the Town was approached by the service clubs to consider the project during the 2017 budget deliberation process as per the 2005 verbal agreement. Council directed staff to evaluate the project and engage service clubs regarding the signs and explore design considerations.

In February 2017, Town staff hosted a public meeting, inviting all service clubs to discuss sign locations, structure and individual club signage. Not all of the invited Service Club's attended or provided comment at later date.

## REPORT

After engaging in discussions with the service clubs staff are recommending the erection of 4 service club sign structures that contain space for up to 15 service club logos. To manage the process for deciding the who/what/when and how of the Service Clubs Sing, staff is proposing a By-Law for the management of the signs.

Staff have researched other municipal service club signage installations and management practices while evaluating the needs of the Town of St. Marys Service Clubs. There are 5 key areas that require further consideration moving forward:

- 1) **Location** – The Town has four arterial roads entering and exiting St. Marys, as well as one collector road entrance. Service clubs have requested 4 signs positioned at the arterial entrance points on James Street North, James Street South, Queen Street West and Queen Street East in close proximity to the existing Town signs. A fifth service club sign was considered on Water St. S but was determined to be unnecessary.
- 2) **Combined Service Club Sign** – Staff researched various approaches of implementation of service club signage in different municipalities. The most sustainable approach appears to be a town managed, combined sign that can accommodate multiple clubs. The municipality would retain ownership and would be responsible for all capital and maintenance costs of the sign structure. The municipality would organize the design and installation of the sign structure, and use internal Staff to install and or remove individual club logos.
- 3) **Club Logo Sizing** – Predetermined sizing allows for uniformity in the overall design of the sign and creates a visually pleasing sign with a better presence in the community. Only one club expressed a need for specific sizing. Club logo sizing of 18” x 18” is proposed as this sizing is easily recognizable by motorists.
- 4) **Individual Club Messages** – Some clubs have requested spacing allocations for club specific signage, i.e. meeting dates or event dates. This would be problematic in overall larger sign design and implementation since such additions would make the individual service club sign too large for practical implementation. Specific policies surrounding individual messaging would have to be created and implemented at a staff level which is not a viable long term option. Staff are therefore proposing a sign with uniformed club logo sizing that allows for a display of up to 15 specific service club logos. As written, the draft by-law does not provide for any temporary signage opportunities, or any display of meeting/event times.
- 5) **Participation in Club Signage** – Service clubs wishing to participate and have their club logo displayed should meet the Town’s overall strategic priorities and goals. All clubs will be required to fill out an application to be submitted and approved by Council. Staff is recommending an annual fee of \$1 to ensure the club is still active and to verify current contact information.

## **SUMMARY**

Staff have engaged service clubs within the Town of St. Marys in discussions regarding service club signage. Staff are recommending the installation of four service club signs with uniform club logo sizing at James Street North, James Street South, Queen Street West and Queen Street East entrances to fulfill a verbal agreement circa 2005-2007. Staff anticipates a total projected cost of \$24,000 for the design, construction and installation of the four service club sign structures.

## **FINANCIAL IMPLICATIONS**

Preliminary budgeting costs are for service club signs of all aluminum construction, which will have a very low maintenance cost. The labour cost of installation of the individual service club logos and continued maintenance of the sign will be absorbed by the Public Works operating budget.

It is estimated the cost per sign location for a combined service club sign is \$6,000.00. There are four locations including James St. North & South, Queen St. East & West, for a total projected cost at \$24,000.00, which has been included in the draft 2018 Capital Budget.

Staff has also confirmed costs with sign suppliers who estimate the total cost for individual 18” x 18” service club logo signs is \$300.00 for all four structures. The individual club logo cost and sourcing would be the responsibility of the Service Clubs.

## **STRATEGIC PLAN**

Not applicable to this report.

**OTHERS CONSULTED**

Sign Ontario, Stratford

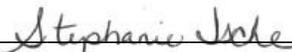
**ATTACHMENTS**

- Draft Service Club Sign By-Law
- Service Club Application for Logo Placement
- Service Club Sign – Design Considerations - Samples

**REVIEWED BY**

**Recommended by the Department**

  
\_\_\_\_\_  
Jed Kelly  
Director of Public Works

  
\_\_\_\_\_  
Stephanie Ische  
Community Services Director

**Recommended by the CAO**

  
\_\_\_\_\_  
Brent Kittmer  
CAO / Clerk

# SERVICE CLUB SIGNS- DESIGN CONSIDERATIONS

## October 17, 2017

# SIZING

- Standardized individual club signage dimensions
- Proposing 18" x 18" Service Club Logos



# SIZING

- Non-Standardized Service Club Signage dimensions





## APPLICATION FOR A SERVICE CLUB SIGN AT TOWN ENTRANCES FORM

APPLICATION IS HEREBY MADE FOR A SERVICE CLUB SIGN AT TOWN ENTRANCES:

<b>APPLICANT INFORMATION</b>	ORGANIZATION/AGENCY:	
	CHARITY NO.:	
	CONTACT PERSON:	
	ADDRESS:	
	PHONE NO:	ORGANIZATIONS YEARS OF SERVICE:
	EMAIL:	FAX NO:
<b>GENERAL INFORMANTION REGARDING THE SERVICE CLUB</b>	How does your Service Club contributed to the well-being of the Town of St. Marys and its residents? (i.e. Town events, fundraising, scholarships etc.)	

## SERVICE CLUB SIGN APPROVAL PROCESS

- Submission of “The Application For a Service Club Sign at Town Entrances” Form to the Department of Public Works

By Mail:

Attention: Public Works Coordinator  
P.O. Box 998, St. Marys, ON N4X 1B6

In Person:

Attention: Public Works Coordinator  
408 James St. S, St. Marys, ON N4X 1B6  
Business Hours: Monday to Friday – 8:30 am to 4:30 pm

- Public Works Department presents the Application to Town of St. Mary’s Council for sign approval
- Upon approval the Service Club pays an annual one dollar (\$1.00) fee to the Town of St. Marys
- Service Club orders their four (4) Service Club Logo Signs in accordance with Section 5.0 of By-Law No XX-2017
- Department of Public Works installs and maintains the Service Club Logo

### INQUIRES CAN BE DIRECTED TO:

Morgan Dykstra, Public Works Coordinator  
Corporation of the Town of St. Marys  
Telephone No. (519) 284-2340 ext. 213  
Email: [mdykstra@town.stmarys.on.ca](mailto:mdykstra@town.stmarys.on.ca)

## **BY-LAW XX OF 2017**

### **THE CORPORATION OF THE TOWN OF ST. MARYS**

Being a By-law to regulate the erection and display of Service Club Signs on Town Service Club Sign structures at Town of St. Marys points of entry.

- WHEREAS:** Section 11(1), of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that a single-tier municipality may pass by-laws respecting matters within its spheres of jurisdiction;
- AND WHEREAS:** Subsection 11(3), paragraph 7 of the *Municipal Act, 2001*, S.O. 2001, c.25, authorizes municipalities to pass by-laws respecting signs;
- AND WHEREAS:** The Corporation of the Town of St. Marys By-Law No. 33-2005 does not account for point of entry Town Service Club Signs;
- NOW THEREFORE:** The Council of The Corporation of the Town of St. Marys hereby enacts as follows;

#### **1.0. DEFINITIONS**

##### **1.1. For the purpose of this By-Law:**

“Philanthropic” means dispensing or receiving aid from funds set aside for humanitarian purposes or overall betterment of the Town;

“Service Club” means a not-for-profit corporation or group, whose philanthropic principles are to address various community service needs in the Town;

“Service Club Logo” means an organization’s registered or copyrighted official logo graphic;

“Service Cub Sign” means signs located at Town entranceways displaying the logos of Service Clubs active within the community;

“Town” means Town of St. Marys;

“Town Entry Sign” means a gateway road welcome sign placed near Town limits demonstrating the approximate delineation of municipal boundaries and displaying the Town’s name and logo.

#### **2.0. GENERAL PROVISIONS**

- 2.1. This by-law shall only apply to Service Club Signs positioned at roadway entrances to the Town.**

- 2.2. No person shall erect, display, repair or alter or cause or permit to be erected, a Service Club Sign at the entrances of the Town, except in accordance with the provisions of this by-law.
- 2.3. Where a Service Club Sign has been approved pursuant to this by-law, no person shall erect, display, repair or alter or cause or permit to be erected, any signs except in accordance with the plans, and information that have been submitted and approved by the Town.

### **3.0. SERVICE CLUB SIGN ELIGIBILITY**

- 3.1. Any Service Club requesting the placement of a Service Club Sign on the Service Club Sign structure will have to demonstrate their ability to meet the definition of “Service Club” as outlined in this by-law.
- 3.2. Service Club’s will have to complete an application form to be submitted to the Director of Public Works to be included on Service Club Sign structures.
- 3.3. Additionally, all requests are subject to Council approval and must comply with the Town’s strategic priorities and overall guiding principles.
- 3.4. Each Service Club shall pay an annual sum of 1 dollar (\$1.00) to the Town for the renewal of their Service Club Sign.

### **4.0. SERVICE CLUB SIGN LOCATIONS**

- 4.1. Service Club Sign structures will be positioned near the Town limits on or within the municipal road allowances on the following roads:
  - a) North side of Queen St. East by Cain St. intersection;
  - b) South side of Queen St. West near the existing Town Entry Sign;
  - c) West side of James St. North near the existing Town Entry Sign; and
  - d) East side of James St. South near the existing Town Entry Sign.
- 4.2. Exact locations are to be at the discretion of the Town of St. Marys Public Works department.

### **5.0. DESIGN CONSIDERATION**

- 5.1. The number of signs per Service Club at each location will be limited to one.
- 5.2. Per location fifteen (15) Service Club Signs will be accommodated on a sign structure.
- 5.3. All Service Club Signs will incorporate the Town of St. Marys logo at the top and use official Town branding colours.

**5.4. All individual Service Club Logo's shall:**

- a) **Be 18' x 18' in size, constructed of 0.081 sign grade aluminium;**
- b) **Be limited to the registered or copyrighted official logo of the organization and will be made of vinyl and mounted on aluminum and;**
- c) **Not to contain street addresses and hours of operation.**

**5.5. Priority placement of individual Service Club Signs will be on a first come, first served basis.**

**5.6. The Town reserves the right to rearrange the placement of Service Club Signs.**

**5.7. Service Clubs who choose to participate must have signs displayed at all four (4) locations, thus requiring a quantity of four (4) Service Club Logo signs per Service Club.**

#### **6.0. SIGN CONSTRUCTION, MAINTENANCE AND RESPONSIBILITIES**

**6.1. The Town of St. Marys is responsible for constructing, installing and maintaining the Service Club Sign structure;**

**6.2. The Service Club is responsible for supplying an approved Service Club Sign as set out in Section 5.4.**

**6.3. The Service Club is responsible for the cost of the original Service Club Sign and any sign replacement deemed necessary by the Town.**

**6.4. The Town is responsible for installing and removing all Service Club Signs.**

**6.5. The Town may remove a Service Club's sign if:**

- a) **The sign is damaged;**
- b) **The sign is in decay;**
- c) **The Service Club is terminated.**

**6.6. It is the Service Club's responsibility to provide a replacement sign to the Town.**

**6.7. The Service Club may make a written request to the Director of Public Works at any time for the removal of their Service Club Signs from the Service Sign Structure.**

**6.8. The Town will determine the appropriate level of surface landscaping and accent lighting at its discretion.**

#### **7.0. SHORT TITLE**

This By-Law may be referred as the “Service Club Sign By-Law”.

**8.0. ENACTMENT**

This By-Law comes into force and takes effect on

Read a first and second time this XX day of XX, 2017.

Read a third and final time and passed this XX day of XX, 2017.

---

**Mayor Al Strathee**

---

**Brent Kittmer, CAO / Clerk**



# FORMAL REPORT

**To:** Chair Stratthdee and Members of Strategic Priorities Committee

**Prepared by:** Dave Blake, Environmental Services Supervisor

**Date of Meeting:** 17 October 2017

**Subject:** **PW 58-2017 Solid Waste Rate Evaluation**

## PURPOSE

This report presents information to the Strategic Priorities Committee (SPC) for review and discussion in regards to solid waste management rates for the St. Marys Landfill Site. The Committee is asked to consider the rate options presented for discussion and direct staff on solid waste rates to be applied in 2018 and beyond.

## RECOMMENDATION

THAT Report PW 58-2017 Solid Waste Rate Evaluation be received for discussion.

## BACKGROUND

In 2012, the Town of St. Marys installed a weigh scale at the landfill Site to satisfy Ministry of Environment (now Ministry of Environment and Climate Change) Guidelines, and to better track and monitor incoming wastes and materials. The installation of the scale at the landfill Site allowed the Town to record and identify how waste volumes change year over year, as well as develop an understanding of trends in waste disposal at the facility.

On July 26, 2016 report **PW 26-2016 Solid Waste Management Rate Review** was presented to Council as part of a rate evaluation for the landfill site. The report detailed the need to adjust rates at the landfill site to account for volume changes and anticipated capital projects to be implemented. As part of the report, the following rate projection was identified, with the 2017 rates being implemented by Motion 2016-07-26-30.

Category	Current	2017	2018	2019	2020	2021
Solid Waste (per metric tonne):	\$ 78.00	\$ 80.00	\$ 82.00	\$ 84.00	\$ 85.00	\$ 85.00
Recyclables:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Leaf & Yard Waste:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Brush Material:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electronic Waste:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wood Waste:	\$ 78.00	\$ 80.00	\$ 82.00	\$ 84.00	\$ 85.00	\$ 85.00
Scrap metal:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MHSW:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asbestos:	\$ 156.00	\$ 250.00	\$ 250.00	\$ 300.00	\$ 300.00	\$ 300.00
Clean Fill:	\$ -	\$ 5.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
Contaminated Soil:	\$ 156.00	\$ 175.00	\$ 225.00	\$ 225.00	\$ 250.00	\$ 250.00
Banned Materials with Waste:	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Unsorted Waste:	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00

Notes: Pricing per tonne

This report provides a further review of the landfill rate structure as part of a yearly review and details several options for consideration as well as staff recommendations.

## **REPORT**

The landfill site has historically been subsidized by the municipal tax base. It wasn't until more recently that the landfill operation was thought of more as a self-funded program where revenue generation could be able to fully support and maintain operations and capital investments at the Site. The installation of the scale in circa 2012 allowed the Site to improve its material tracking and revenue generation. This was further enhanced in 2016 when the first rate increase in four (4) years was administered to further promote a self-funded program.

As part of an annual rate evaluation for the Site, Staff have presented a number of options for the Committee's consideration and discussion. Five (5) options have been presented for consideration (Attachments 1 through 5) and range from 0-10% annual increases in solid waste tipping fees.

### Assumptions:

When developing the rate projections, Town staff made several assumptions related to the landfill site and its operation to provide a consistent basis for revenue generation and financial position. The following assumptions were used:

- Waste volume received at the landfill varies significantly from year to year and can be largely influenced by various factors such as flooding, storms, etc. which can cause large increases in materials being received. In an effort to stabilize the tonnage value utilized, a three (3) year average was utilized to determine the projected tonnage received for revenue generation.
- Due to the significant fluctuations which can be encountered in weight receipt at the landfill, tonnage received at the site does not increase or decrease as part of this assessment, but remains constant from year to year.
- The amount of wheelie bins would be increased annually based on historical housing starts to account for new builds and customers.
- The landfill reserve would maintain a \$25,000.00 balance while proceeding through Environmental Assessment, Environmental Protection Act and Ontario Water Resources Act Requirements. Studies and projects would be rate financed while maintaining the above noted balance and debenture financing used on costs not able to be rate financed.
- Projected 2020 debenture. A debenture for Capital works and unfinanced approval studies would be secured over a 20 year planning period. This lessens the impact on the Operations and Maintenance for the Site, controls cost and provides more financial flexibility for the Site.
- Tipping Fees per tonne have been rounded to the nearest \$0.25 based on percentage increases.

### Option No. 1 – 0% Increase(s):

In Option No. 1 a zero (0) percent increase is presented for consideration. In 2016, a 2.5% increase was administered to landfill tipping fees and this option is presented as a baseline for consideration, also known as the "Do Nothing" approach. This option would maintain tipping fees as they currently exist

Please refer to Attachment No. 1 for full financial projections related to this option.

### Option No. 2 – 1.9% Increase(s):

In Option No. 2, a 1.9% increase is presented for consideration. This option is presented and represents the "Consumer Price Index" (CPI) increase on an annual basis. With this Option, the tipping fee per tonne would increase annually in relation to CPI and would help to keep pace with inflation costs related to ongoing landfill operations. This Option would see tipping fees gradually increase each year, lessening the impact to customers of the Site while allowing greater financial stability and assurance.

Please refer to Attachment No. 2 for full financial projections related to this option.

Option No. 3 – 3% Increase(s):

In Option No. 3, a 3% increase is presented for consideration. This option more closely resembles the 2.5% increase administered in 2016 and continues with subsequent 3% increases annually. This option allows the landfill site to grow reserves at a slightly quicker pace than prior options while slightly increasing revenue through planned expansion and construction activities.

Please refer to Attachment No. 3 for full financial projections related to this option.

Option No. 4 – 5% Increase(s):

In Option No. 4, a 5% increase is presented for consideration. This option takes a slightly more aggressive approach to increase revenues at the landfill site to assist in cost recovery and capital works. With this option, rates would increase at a quicker pace which would allow the landfill site to grow reserves, while also creating more options for debenture financing related to capital works. A larger rate increase would potentially allow the Town to lessen the debenture period proposed, allowing the Site to move away from borrowing and into reserve funding sooner.

Please refer to Attachment No. 4 for full financial projections related to this option.

Option No. 5 – 10% Increase(s):

Option No. 5 presents a 10% increase for consideration. This option takes a very aggressive approach to revenue generation, reserve building and debenture financing. This option would potentially allow the Town to lessen the debenture finance period on proposed capital works for expansion while still building reserves for the Site and maintaining a controllable annual Operations and Maintenance budget.

Please refer to Attachment No. 5 for full financial projections related to this option.

Cost Implications per Tonne:

It is often times difficult to determine overall impacts to rates based on percentage increases. In order to assist in detailing the impact each option has on the overall tipping fee price, the per tonne cost has been presented based on each options percentage increase for the Committees review and consideration.

Please refer to Attachment No. 6 for full cost implications per tonne based on percentage increases presented herein.

Tipping Fee Comparison:

As part of the tipping fee rate review, Town staff looked at different area municipalities to assess the proposed rate options in comparison to our neighbours. The evaluation was completed to ensure that rates proposed were within reason, as well as providing additional information to the committee for discussion.

With the current rate of \$80.00/tonne, the Town's landfill rate is near the middle of area municipalities used in the comparison. Based on the five (5) options proposed for consideration, the Town's position would remain close to the same as existing however would slightly close the gap on those with higher rates.

Please refer to Attachment No. 7 for a full comparison of proposed rates.

Large Volume Haulers:

The St. Marys Landfill Site accepts waste generated from within the Town boundaries. Waste disposed at the facility not only includes refuse collected through the municipal curbside collection program, but also via commercial haulers contracted by local Industrial, Commercial and Institutional (IC&I) facilities. These commercial, large volume haulers account for a significant portion of the waste disposed within the Site, and as such, account for a significant portion of revenue generated at the landfill.

Currently, one commercial hauler accounts for approximately 50% of landfill tipping fee revenue. In 2016, Staff was advised that at the current tipping fee pricing, as well as the projected tipping fees, there are no plans to internalize waste disposal within the commercial company and use of the St. Marys Site should continue. In addition, Staff was advised that the commercial hauler assesses tipping fees and local operations on an annual basis, and should conditions or circumstances change, the Town would be notified in advance.

The Committee should be mindful of the impacts a tipping fee increase would have on commercial haulers in the area, and negative impacts on the landfill operation should larger fee increases be recommended, which could result in significant loss of revenue should commercial haulers decide the St. Marys Landfill is no longer economically sustainable for their operations.

### **Summary on Options Presented:**

Staff recommends that the Committee make recommendations to Council to answer the following questions:

1. Should Staff be increasing landfill rates to provide greater financial stability and planned future capital works?
2. If yes, should rates be increased slowly, moderately or aggressive?
3. Should staff be looking for rate approvals for multiple years, or annual approvals of rates?

Based on the information presented herein, as well as considering the negative impacts large rate increases could create for the financial viability of the Site, Staff recommends that rates be increased slowly to cover the cost of inflation for the continued operation of the Site. Staff also recommends that rates be approved on an annual basis to account for changes or new developments which may occur at the Site changes and develops in the coming years.

## **SUMMARY**

The purpose of this report has been to present information for the Strategic Priority Committee to review and discuss regarding solid waste tipping fee rates administered at the St. Marys Landfill Site. Several options have been presented to facilitate discussion regarding future rates.

To move this file forward, Staff requires the Committee to consider the options presented within this report and provide direction on the preferred future increases, if any on landfill rates.

## **FINANCIAL IMPLICATIONS**

None at this time.

Depending on which option is recommended for adoption, will have an impact on both the Landfill Operations as well as the customers whom utilize the Site.

## **STRATEGIC PLAN**

- This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
  - Pillar #1 – Infrastructure, Waste Management Plan:
    - Outcome: With anticipated proactive measures for growth (residential, commercial, and industrial), there will be a need for active consideration of optimizing landfill services, but with a view on controlled costs and forward thinking environmental initiatives.
    - Tactic(s): Decide on what approaches best meet long-term community ability to meet provincial standards. Build a program and identify a budget to accommodate.
  - Pillar #5 – Economic Development, Industrial Strategy:

- Outcome: Industry has played, and continues to play a key role in the life of the Town in providing employment and economic stability. Seeking new opportunities to attract small, medium and large industry is in the Town's best interest as part of its growth strategy.
- Tactic(s): Build a retention plan, identify elements needed to ensure business stay and grow in the community.

## **OTHERS CONSULTED**

Jed Kelly, Director of Public Works – Town of St. Marys

Jim Brown, Director of Finance – Town of St. Marys

Morgan Dykstra, Public Works Coordinator – Town of St. Marys

## **ATTACHMENTS**

Attachment No. 1 – Option No. 1 for Solid Waste Rates

Attachment No. 2 – Option No. 2 for Solid Waste Rates

Attachment No. 3 – Option No. 3 for Solid Waste Rates

Attachment No. 4 – Option No. 4 for Solid Waste Rates

Attachment No. 5 – Option No. 5 for Solid Waste Rates

Attachment No. 6 – Tipping Fee Rates based on Options

Attachment No. 7 – Municipal Rate Comparison

## **REVIEWED BY**

### **Recommended by the Department**



\_\_\_\_\_  
Dave Blake, C.E.T.  
Environmental Services Supervisor



\_\_\_\_\_  
Jed Kelly  
Director of Public Works

### **Recommended by the CAO**



\_\_\_\_\_  
Brent Kittmer  
CAO / Clerk

## SOLID WASTE MANAGEMENT BUDGET PROJECTIONS - 2017 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

### FINANCIAL ASSESSMENT OF SOLID WASTE MANAGEMENT RATES

LINE NO.	DETAILS	2017	2018	2019	2020	2021	2022
<b>REVENUE</b>							
<u>Operating Revenues</u>							
1	Service Revenue - Tipping Fees	\$ 455,770.75	\$ 464,319.38	\$ 472,872.22	\$ 481,429.37	\$ 489,990.91	\$ 498,556.91
1a	Proposed Rate Adjustment	0%	0.0%	0.0%	0.0%	0.0%	0.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1c	Proposed Service Revenue - Tipping Fees	\$ 455,770.75	\$ 464,319.38	\$ 472,872.22	\$ 481,429.37	\$ 489,990.91	\$ 498,556.91
2	Miscellaneous Fees (Waste Diversion)	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
<b>3</b>	<b>Total Operating Revenue</b>	<b>\$ 463,770.75</b>	<b>\$ 472,319.38</b>	<b>\$ 480,872.22</b>	<b>\$ 489,429.37</b>	<b>\$ 497,990.91</b>	<b>\$ 506,556.91</b>
<u>Non-Operating Revenue</u>							
4	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 463,770.75	\$ 472,319.38	\$ 480,872.22	\$ 489,429.37	\$ 497,990.91	\$ 506,556.91
9	Total O&M Expenses	\$ 320,693.42	\$ 362,623.04	\$ 368,796.71	\$ 439,750.87	\$ 446,173.96	\$ 452,725.50
<b>10</b>	<b>Subtotal: Net Operating Income</b>	<b>\$ 143,077.33</b>	<b>\$ 109,696.34</b>	<b>\$ 112,075.51</b>	<b>\$ 49,678.51</b>	<b>\$ 51,816.95</b>	<b>\$ 53,831.41</b>
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 18,062.42	\$ 18,062.42	\$ 18,062.42	\$ 18,062.43	\$ 18,062.43	\$ 18,062.42
12	Debt Service - New	\$ -	\$ 35,877.00	\$ 35,877.00	\$ 75,534.00	\$ 75,534.00	\$ 75,534.00
13	Total Debt Service	\$ 18,062.42	\$ 53,939.42	\$ 53,939.42	\$ 93,596.43	\$ 93,596.43	\$ 93,596.42
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
14c	Total Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 118,077.33	\$ (28,903.66)	\$ (11,874.49)	\$ 49,678.51	\$ 51,816.95	\$ 53,831.41
16	PLUS: Opening Cash Balance	\$ (73,000.00)	\$ 45,077.33	\$ 16,173.67	\$ 4,299.18	\$ 53,977.68	\$ 105,794.63
<b>17</b>	<b>Ending Cash Balance (Before Reserves)</b>	<b>\$ 45,077.33</b>	<b>\$ 16,173.67</b>	<b>\$ 4,299.18</b>	<b>\$ 53,977.68</b>	<b>\$ 105,794.63</b>	<b>\$ 159,626.05</b>
<b>RESERVES</b>							
18	Dedicated Landfill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>19</b>	<b>ENDING CASH BALANCE AFTER RESERVES</b>	<b>\$ 45,077.33</b>	<b>\$ 16,173.67</b>	<b>\$ 4,299.18</b>	<b>\$ 53,977.68</b>	<b>\$ 105,794.63</b>	<b>\$ 159,626.05</b>
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.14	0.04	0.01	0.12	0.24	0.35
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	7.92	2.03	2.08	0.53	0.55	0.58

## SOLID WASTE MANAGEMENT BUDGET PROJECTIONS - 2017 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

### FINANCIAL ASSESSMENT OF SOLID WASTE MANAGEMENT RATES

LINE NO.	DETAILS	2017	2018	2019	2020	2021	2022
<b>REVENUE</b>							
<u>Operating Revenues</u>							
1	Service Revenue - Tipping Fees	\$ 455,770.75	\$ 464,319.38	\$ 472,872.22	\$ 481,429.37	\$ 489,990.91	\$ 498,556.91
1a	Proposed Rate Adjustment	0%	1.9%	1.9%	1.9%	1.9%	1.9%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ 8,822.07	\$ 8,984.57	\$ 9,147.16	\$ 9,309.83	\$ 9,472.58
1c	Proposed Service Revenue - Tipping Fees	\$ 455,770.75	\$ 473,141.44	\$ 481,856.80	\$ 490,576.53	\$ 499,300.74	\$ 508,029.49
2	Miscellaneous Fees (Waste Diversion)	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
<b>3</b>	<b>Total Operating Revenue</b>	<b>\$ 463,770.75</b>	<b>\$ 481,141.44</b>	<b>\$ 489,856.80</b>	<b>\$ 498,576.53</b>	<b>\$ 507,300.74</b>	<b>\$ 516,029.49</b>
<u>Non-Operating Revenue</u>							
4	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 463,770.75	\$ 481,141.44	\$ 489,856.80	\$ 498,576.53	\$ 507,300.74	\$ 516,029.49
9	Total O&M Expenses	\$ 320,693.42	\$ 362,623.04	\$ 368,796.71	\$ 439,750.87	\$ 446,173.96	\$ 452,725.50
<b>10</b>	<b>Subtotal: Net Operating Income</b>	<b>\$ 143,077.33</b>	<b>\$ 118,518.40</b>	<b>\$ 121,060.08</b>	<b>\$ 58,825.66</b>	<b>\$ 61,126.78</b>	<b>\$ 63,303.99</b>
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 18,062.42	\$ 18,062.42	\$ 18,062.42	\$ 18,062.43	\$ 18,062.43	\$ 18,062.42
12	Debt Service - New	\$ -	\$ 35,877.00	\$ 35,877.00	\$ 75,534.00	\$ 75,534.00	\$ 75,534.00
13	Total Debt Service	\$ 18,062.42	\$ 53,939.42	\$ 53,939.42	\$ 93,596.43	\$ 93,596.43	\$ 93,596.42
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
14c	Total Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 118,077.33	\$ (20,081.60)	\$ (2,889.92)	\$ 58,825.66	\$ 61,126.78	\$ 63,303.99
16	PLUS: Opening Cash Balance	\$ (73,000.00)	\$ 45,077.33	\$ 24,995.73	\$ 22,105.82	\$ 80,931.48	\$ 142,058.26
<b>17</b>	<b>Ending Cash Balance (Before Reserves)</b>	<b>\$ 45,077.33</b>	<b>\$ 24,995.73</b>	<b>\$ 22,105.82</b>	<b>\$ 80,931.48</b>	<b>\$ 142,058.26</b>	<b>\$ 205,362.25</b>
<b>RESERVES</b>							
18	Dedicated Landfill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>19</b>	<b>ENDING CASH BALANCE AFTER RESERVES</b>	<b>\$ 45,077.33</b>	<b>\$ 24,995.73</b>	<b>\$ 22,105.82</b>	<b>\$ 80,931.48</b>	<b>\$ 142,058.26</b>	<b>\$ 205,362.25</b>
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.14	0.07	0.06	0.18	0.32	0.45
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	7.92	2.20	2.24	0.63	0.65	0.68

## SOLID WASTE MANAGEMENT BUDGET PROJECTIONS - 2017 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

### FINANCIAL ASSESSMENT OF SOLID WASTE MANAGEMENT RATES

LINE NO.	DETAILS	2017	2018	2019	2020	2021	2022
<b>REVENUE</b>							
<u>Operating Revenues</u>							
1	Service Revenue - Tipping Fees	\$ 455,770.75	\$ 464,319.38	\$ 472,872.22	\$ 481,429.37	\$ 489,990.91	\$ 498,556.91
1a	Proposed Rate Adjustment	0%	3.0%	3.0%	3.0%	3.0%	3.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ 13,929.58	\$ 14,186.17	\$ 14,442.88	\$ 14,699.73	\$ 14,956.71
1c	Proposed Service Revenue - Tipping Fees	\$ 455,770.75	\$ 478,248.96	\$ 487,058.39	\$ 495,872.25	\$ 504,690.64	\$ 513,513.62
2	Miscellaneous Fees (Waste Diversion)	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
<b>3</b>	<b>Total Operating Revenue</b>	<b>\$ 463,770.75</b>	<b>\$ 486,248.96</b>	<b>\$ 495,058.39</b>	<b>\$ 503,872.25</b>	<b>\$ 512,690.64</b>	<b>\$ 521,513.62</b>
<u>Non-Operating Revenue</u>							
4	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 463,770.75	\$ 486,248.96	\$ 495,058.39	\$ 503,872.25	\$ 512,690.64	\$ 521,513.62
9	Total O&M Expenses	\$ 320,693.42	\$ 362,623.04	\$ 368,796.71	\$ 439,750.87	\$ 446,173.96	\$ 452,725.50
<b>10</b>	<b>Subtotal: Net Operating Income</b>	<b>\$ 143,077.33</b>	<b>\$ 123,625.92</b>	<b>\$ 126,261.68</b>	<b>\$ 64,121.39</b>	<b>\$ 66,516.68</b>	<b>\$ 68,788.12</b>
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 18,062.42	\$ 18,062.42	\$ 18,062.42	\$ 18,062.43	\$ 18,062.43	\$ 18,062.42
12	Debt Service - New	\$ -	\$ 35,877.00	\$ 35,877.00	\$ 75,534.00	\$ 75,534.00	\$ 75,534.00
13	Total Debt Service	\$ 18,062.42	\$ 53,939.42	\$ 53,939.42	\$ 93,596.43	\$ 93,596.43	\$ 93,596.42
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
14c	Total Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 118,077.33	\$ (14,974.08)	\$ 2,311.68	\$ 64,121.39	\$ 66,516.68	\$ 68,788.12
16	PLUS: Opening Cash Balance	\$ (73,000.00)	\$ 45,077.33	\$ 30,103.25	\$ 32,414.92	\$ 96,536.31	\$ 163,052.99
<b>17</b>	<b>Ending Cash Balance (Before Reserves)</b>	<b>\$ 45,077.33</b>	<b>\$ 30,103.25</b>	<b>\$ 32,414.92</b>	<b>\$ 96,536.31</b>	<b>\$ 163,052.99</b>	<b>\$ 231,841.11</b>
<b>RESERVES</b>							
18	Dedicated Landfill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>19</b>	<b>ENDING CASH BALANCE AFTER RESERVES</b>	<b>\$ 45,077.33</b>	<b>\$ 30,103.25</b>	<b>\$ 32,414.92</b>	<b>\$ 96,536.31</b>	<b>\$ 163,052.99</b>	<b>\$ 231,841.11</b>
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.14	0.08	0.09	0.22	0.37	0.51
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	7.92	2.29	2.34	0.69	0.71	0.73

## SOLID WASTE MANAGEMENT BUDGET PROJECTIONS - 2017 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

### FINANCIAL ASSESSMENT OF SOLID WASTE MANAGEMENT RATES

LINE NO.	DETAILS	2017	2018	2019	2020	2021	2022
<b>REVENUE</b>							
<u>Operating Revenues</u>							
1	Service Revenue - Tipping Fees	\$ 455,770.75	\$ 464,319.38	\$ 472,872.22	\$ 481,429.37	\$ 489,990.91	\$ 498,556.91
1a	Proposed Rate Adjustment	0%	5.0%	5.0%	5.0%	5.0%	5.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ 23,215.97	\$ 23,643.61	\$ 24,071.47	\$ 24,499.55	\$ 24,927.85
1c	Proposed Service Revenue - Tipping Fees	\$ 455,770.75	\$ 487,535.34	\$ 496,515.83	\$ 505,500.84	\$ 514,490.45	\$ 523,484.76
2	Miscellaneous Fees (Waste Diversion)	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
<b>3</b>	<b>Total Operating Revenue</b>	<b>\$ 463,770.75</b>	<b>\$ 495,535.34</b>	<b>\$ 504,515.83</b>	<b>\$ 513,500.84</b>	<b>\$ 522,490.45</b>	<b>\$ 531,484.76</b>
<u>Non-Operating Revenue</u>							
4	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 463,770.75	\$ 495,535.34	\$ 504,515.83	\$ 513,500.84	\$ 522,490.45	\$ 531,484.76
9	Total O&M Expenses	\$ 320,693.42	\$ 362,623.04	\$ 368,796.71	\$ 439,750.87	\$ 446,173.96	\$ 452,725.50
<b>10</b>	<b>Subtotal: Net Operating Income</b>	<b>\$ 143,077.33</b>	<b>\$ 132,912.30</b>	<b>\$ 135,719.12</b>	<b>\$ 73,749.97</b>	<b>\$ 76,316.50</b>	<b>\$ 78,759.26</b>
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 18,062.42	\$ 18,062.42	\$ 18,062.42	\$ 18,062.43	\$ 18,062.43	\$ 18,062.42
12	Debt Service - New	\$ -	\$ 35,877.00	\$ 35,877.00	\$ 75,534.00	\$ 75,534.00	\$ 75,534.00
13	Total Debt Service	\$ 18,062.42	\$ 53,939.42	\$ 53,939.42	\$ 93,596.43	\$ 93,596.43	\$ 93,596.42
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
14c	Total Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 118,077.33	\$ (5,687.70)	\$ 11,769.12	\$ 73,749.97	\$ 76,316.50	\$ 78,759.26
16	PLUS: Opening Cash Balance	\$ (73,000.00)	\$ 45,077.33	\$ 39,389.63	\$ 51,158.76	\$ 124,908.73	\$ 201,225.23
<b>17</b>	<b>Ending Cash Balance (Before Reserves)</b>	<b>\$ 45,077.33</b>	<b>\$ 39,389.63</b>	<b>\$ 51,158.76</b>	<b>\$ 124,908.73</b>	<b>\$ 201,225.23</b>	<b>\$ 279,984.48</b>
<b>RESERVES</b>							
18	Dedicated Landfill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>19</b>	<b>ENDING CASH BALANCE AFTER RESERVES</b>	<b>\$ 45,077.33</b>	<b>\$ 39,389.63</b>	<b>\$ 51,158.76</b>	<b>\$ 124,908.73</b>	<b>\$ 201,225.23</b>	<b>\$ 279,984.48</b>
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.14	0.11	0.14	0.28	0.45	0.62
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	7.92	2.46	2.52	0.79	0.82	0.84

## SOLID WASTE MANAGEMENT BUDGET PROJECTIONS - 2017 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

### FINANCIAL ASSESSMENT OF SOLID WASTE MANAGEMENT RATES

LINE NO.	DETAILS	2017	2018	2019	2020	2021	2022
<b>REVENUE</b>							
<u>Operating Revenues</u>							
1	Service Revenue - Tipping Fees	\$ 455,770.75	\$ 464,319.38	\$ 472,872.22	\$ 481,429.37	\$ 489,990.91	\$ 498,556.91
1a	Proposed Rate Adjustment	0%	10.0%	10.0%	10.0%	10.0%	10.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ 46,431.94	\$ 47,287.22	\$ 48,142.94	\$ 48,999.09	\$ 49,855.69
1c	Proposed Service Revenue - Tipping Fees	\$ 455,770.75	\$ 510,751.31	\$ 520,159.45	\$ 529,572.31	\$ 538,990.00	\$ 548,412.60
2	Miscellaneous Fees (Waste Diversion)	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
<b>3</b>	<b>Total Operating Revenue</b>	<b>\$ 463,770.75</b>	<b>\$ 518,751.31</b>	<b>\$ 528,159.45</b>	<b>\$ 537,572.31</b>	<b>\$ 546,990.00</b>	<b>\$ 556,412.60</b>
<u>Non-Operating Revenue</u>							
4	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 463,770.75	\$ 518,751.31	\$ 528,159.45	\$ 537,572.31	\$ 546,990.00	\$ 556,412.60
9	Total O&M Expenses	\$ 320,693.42	\$ 362,623.04	\$ 368,796.71	\$ 439,750.87	\$ 446,173.96	\$ 452,725.50
<b>10</b>	<b>Subtotal: Net Operating Income</b>	<b>\$ 143,077.33</b>	<b>\$ 156,128.27</b>	<b>\$ 159,362.73</b>	<b>\$ 97,821.44</b>	<b>\$ 100,816.04</b>	<b>\$ 103,687.10</b>
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 18,062.42	\$ 18,062.42	\$ 18,062.42	\$ 18,062.43	\$ 18,062.43	\$ 18,062.42
12	Debt Service - New	\$ -	\$ 35,877.00	\$ 35,877.00	\$ 75,534.00	\$ 75,534.00	\$ 75,534.00
13	Total Debt Service	\$ 18,062.42	\$ 53,939.42	\$ 53,939.42	\$ 93,596.43	\$ 93,596.43	\$ 93,596.42
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
14c	Total Financed Capital Costs	\$ 25,000.00	\$ 138,600.00	\$ 123,950.00	\$ -	\$ -	\$ -
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 118,077.33	\$ 17,528.27	\$ 35,412.73	\$ 97,821.44	\$ 100,816.04	\$ 103,687.10
16	PLUS: Opening Cash Balance	\$ (73,000.00)	\$ 45,077.33	\$ 62,605.60	\$ 98,018.34	\$ 195,839.78	\$ 296,655.82
<b>17</b>	<b>Ending Cash Balance (Before Reserves)</b>	<b>\$ 45,077.33</b>	<b>\$ 62,605.60</b>	<b>\$ 98,018.34</b>	<b>\$ 195,839.78</b>	<b>\$ 296,655.82</b>	<b>\$ 400,342.92</b>
<b>RESERVES</b>							
18	Dedicated Landfill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>19</b>	<b>ENDING CASH BALANCE AFTER RESERVES</b>	<b>\$ 45,077.33</b>	<b>\$ 62,605.60</b>	<b>\$ 98,018.34</b>	<b>\$ 195,839.78</b>	<b>\$ 296,655.82</b>	<b>\$ 400,342.92</b>
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.14	0.17	0.27	0.45	0.66	0.88
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	7.92	2.89	2.95	1.05	1.08	1.11

**SOLID WASTE MANAGEMENT BUDGET PROJECTIONS - 2017 REVIEW**

*THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES*

**FINANCIAL ASSESSMENT OF SOLID WASTE MANAGEMENT RATES**

LINE NO.	OPTION	%	2017	2018	2019	2020	2021	2022
<u>TIPPING FEE PROJECTIONS</u>								
1	OPTION NO. 1	<b>0.0</b>	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00
2	OPTION NO. 2	<b>1.9</b>	\$ 80.00	\$ 81.50	\$ 83.00	\$ 84.50	\$ 86.00	\$ 87.50
3	OPTION NO. 3	<b>3.0</b>	\$ 80.00	\$ 82.50	\$ 85.00	\$ 87.50	\$ 90.00	\$ 92.75
4	OPTION NO. 4	<b>5.0</b>	\$ 80.00	\$ 84.00	\$ 88.00	\$ 92.50	\$ 97.00	\$ 102.00
5	OPTION NO. 5	<b>10.0</b>	\$ 80.00	\$ 88.00	\$ 97.00	\$ 106.50	\$ 117.00	\$ 128.75

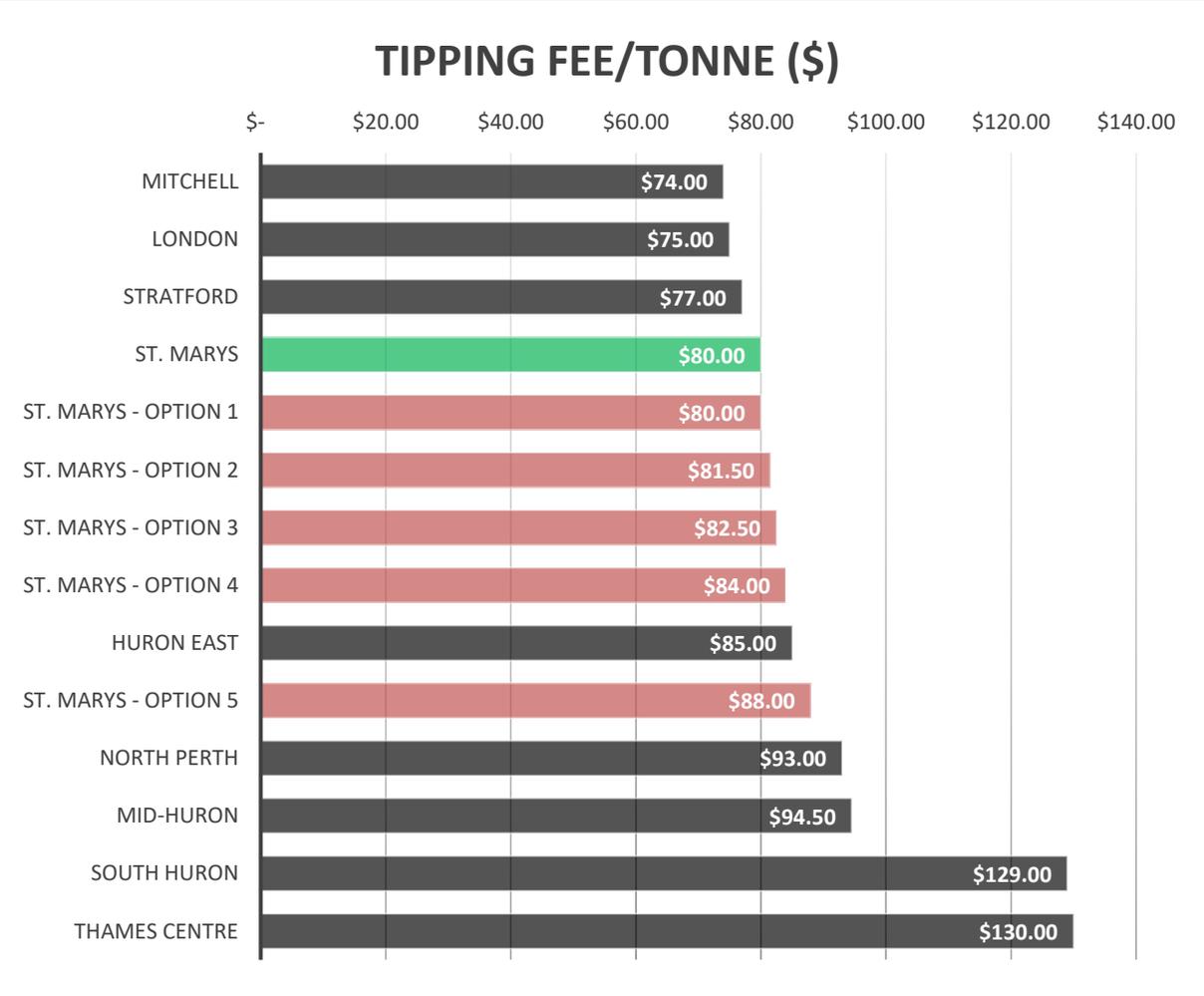
NOTES:

1

TIPPING FEES HAVE BEEN ROUNDED TO NEAREST EVEN VALUE BASED ON PROJECTED PERCENTAGE INCREASES

ATTACHMENT NO. 7 - AREA MUNICIPAL COMPARISON

LANDFILL TIPPING FEE REVIEW OF AREA MUNICIPALITIES - 2017

LOCATION	TIPPING FEE/TONNE (\$)	GRAPHICAL COMPARISON																														
Mitchell	\$ 74.00	<div style="text-align: center;"> <p><b>TIPPING FEE/TONNE (\$)</b></p> <p>\$-      \$20.00      \$40.00      \$60.00      \$80.00      \$100.00      \$120.00      \$140.00</p>  <table border="1" style="display: none;"> <caption>Tipping Fee Data for Graphical Comparison</caption> <thead> <tr> <th>Municipality</th> <th>Tipping Fee (\$)</th> </tr> </thead> <tbody> <tr><td>Mitchell</td><td>74.00</td></tr> <tr><td>London</td><td>75.00</td></tr> <tr><td>Stratford</td><td>77.00</td></tr> <tr><td>St. Marys</td><td>80.00</td></tr> <tr><td>St. Marys - Option 1</td><td>80.00</td></tr> <tr><td>St. Marys - Option 2</td><td>81.50</td></tr> <tr><td>St. Marys - Option 3</td><td>82.50</td></tr> <tr><td>St. Marys - Option 4</td><td>84.00</td></tr> <tr><td>Huron East</td><td>85.00</td></tr> <tr><td>St. Marys - Option 5</td><td>88.00</td></tr> <tr><td>North Perth</td><td>93.00</td></tr> <tr><td>Mid-Huron</td><td>94.50</td></tr> <tr><td>South Huron</td><td>129.00</td></tr> <tr><td>Thames Centre</td><td>130.00</td></tr> </tbody> </table> </div>	Municipality	Tipping Fee (\$)	Mitchell	74.00	London	75.00	Stratford	77.00	St. Marys	80.00	St. Marys - Option 1	80.00	St. Marys - Option 2	81.50	St. Marys - Option 3	82.50	St. Marys - Option 4	84.00	Huron East	85.00	St. Marys - Option 5	88.00	North Perth	93.00	Mid-Huron	94.50	South Huron	129.00	Thames Centre	130.00
Municipality	Tipping Fee (\$)																															
Mitchell	74.00																															
London	75.00																															
Stratford	77.00																															
St. Marys	80.00																															
St. Marys - Option 1	80.00																															
St. Marys - Option 2	81.50																															
St. Marys - Option 3	82.50																															
St. Marys - Option 4	84.00																															
Huron East	85.00																															
St. Marys - Option 5	88.00																															
North Perth	93.00																															
Mid-Huron	94.50																															
South Huron	129.00																															
Thames Centre	130.00																															
London	\$ 75.00																															
Stratford	\$ 77.00																															
St. Marys	\$ 80.00																															
St. Marys - Option 1	\$ 80.00																															
St. Marys - Option 2	\$ 81.50																															
St. Marys - Option 3	\$ 82.50																															
St. Marys - Option 4	\$ 84.00																															
Huron East	\$ 85.00																															
St. Marys - Option 5	\$ 88.00																															
North Perth	\$ 93.00																															
Mid-Huron	\$ 94.50																															
South Huron	\$ 129.00																															
Thames Centre	\$ 130.00																															

**NOTES:**

Assessment has been based on publically available information for area municipal landfill rates

Rates compared are only for general solid, non-hazardous waste.

# FORMAL REPORT

**To:** Chair Stratthdee and Members of Strategic Priorities Committee

**Prepared by:** Brent Kittmer, CAO/Clerk

**Date of Meeting:** 17 October 2017

**Subject:** **CAO 37-2017 Strategic Plan Scorecard and 2018 Priorities**

## PURPOSE

The purpose of this report is to provide Council with a summary of the 2017 accomplishments as they relate to the priorities and tactics identified in the strategic plan. Within the report staff is requesting that Council give consideration to defining the key strategic priorities to be advanced in 2018. This information will assist staff with finalizing the 2017 Strategic Plan Scorecard which will be presented to the public at the “Coffee with Council” event on October 28, 2017 from 9:00 am – 12:00 pm.

## RECOMMENDATION

THAT CAO 37-207 regarding the 2017 strategic plan accomplishments and 2018 priorities be received for discussion.

## BACKGROUND

Council adopted its revised strategic plan on January 24, 2017 and provided the following direction to the CAO:

***Resolution 2017-01-24-08***

*THAT Council adopts the 2016 Strategic Plan revision; and*

*THAT the CAO be directed to develop an implementation plan for the strategic plan for a future presentation to the Strategic Priorities Committee.*

The strategic plan identifies the need to develop an implementation plan and a system of performance measurement. The plan is viewed as the operational blueprint for the Town’s strategic priorities, and a key step to ensure that long-range implementation of the plan is successful is the creation of evaluation measures. The primary benefit of completing evaluation is keeping the Town on track with advancing its strategic priorities rather than having the strategic plan become a shelf document.

Continuous monitoring and evaluation of the plan helps to improve organizational results through a focus on accountability to the plan. As a first step to establish a monitoring process for the 2017 strategic plan, the staff report template was modified to begin tracking when and how the various initiatives brought forward relate back to Council’s strategic priorities. Now, a more formalized scorecard has been developed which consolidates and presents a summary of the initiatives that were implemented in 2017 that have advanced the strategic plan. This scorecard is attached to this report and is further reviewed in the “Report” section below under Discussion item #1.

Another benefit of on-going evaluation is determining what works and what does not. This review enables adjustments to the Town’s strategic approach to better achieve outcomes for effectiveness and efficiency. As a part of this report, staff have identified administration’s view of the strategic priorities that will be advanced in 2018. Also presented are a number of outstanding resolutions from Council that relate back to priorities identified in the strategic plan. The CAO is seeking instructions from Council

in regards to what priorities should and should not be advanced in 2018. This direction will help staff develop a focused approach to the planned 2018 workload. This review of 2018 priorities is further reviewed in the “Report” section below under Discussion item #2.

## **REPORT**

### **Discussion Item #1: 2017 Strategic Plan Scorecard and Tracking of Initiatives**

Attached to this report is a first draft of the 2017 Strategic Plan scorecard. Administration’s approach to implementing strategic initiatives in 2017 was loosely based on the “Balanced Scorecard” methodology. No one pillar of the strategic plan was provided priority over the other. Rather, as opportunities arose staff referred to the plan to ensure that moving forward with that opportunity was supported by the strategic plan.

The scorecard is currently developed in a matrix format, and presents the 2017 accomplishments that have advanced Council’s strategic plan. The matrix was developed by the Town’s middle management team and above. The timeline covered is from July 2016 to October 2017. July 2016 was chosen as the start date because Council’s strategic plan was in substantial draft form at that point. The draft plan informed the 2017 budgeting process, and several strategic initiatives were implemented late in 2016 that deserve to be tracked.

The scorecard should not be considered a comprehensive list of all of the Town’s accomplishments in 2017. The scorecard only documents those initiatives that were implemented in 2017 that relate back to Council’s strategic plan. The scorecard does not reflect all of the day to day operational accomplishments of the Town, or any other large initiatives that have been implemented that do not relate back directly to the strategic plan.

In its current form, the scorecard is a simplistic tool for measuring the success of the strategic plan. The only performance indicator that is presently used is a basic “pass/fail” approach (i.e. actions have been taken to advance a priority, or they have not). However, this approach is useful because it demonstrates the areas of the plan that have generated the most focus in 2017.

As a part of this report, staff are asking Council to review the 2017 accomplishments presented in the scorecard to ensure that both staff and Council are in agreement with what is documented.

Moving forward, in the short term the scorecard will be presented to the public as a part of “Coffee with Council” on October 28. In addition, the score card will be condensed into an “Annual Report” format that will more succinctly present the 2017 accomplishments. This annual report will be presented to Council before the end of the year, and will also be shared through the Town’s website and social media outlets.

Long term, it is the CAO’s goal to create a more sophisticated performance measurement system using the scorecard as a foundation. As applicable, the goal is to create performance metrics and key performance indicators to measure the implementation of the various strategic initiatives. Once these are created, a report to Council will follow which will ask Council to develop stretch targets for the organization to move towards. Not all initiatives in the plan will be suitable for this approach. Because the strategic plan is an “action based” plan, the simple metrics of pass/fail, or “action/no action” will still apply to many of Council’s priorities.

### **Discussion Item #2: 2018 Strategic Priorities to be Pursued**

As outlined above, staff have approached the pillars of the strategic plan with an assumption that all pillars have equal importance. That said, some of the pillars and tactics have received more attention than others due to either pre-existing plans for action being in place, or new opportunities arising that have led to those tactics being advanced.

The primary purpose of this report is to facilitate a discussion by Council to determine which strategic priorities should receive focus in 2018. To aid Council in this discussion, staff have identified areas of planned work in 2018 within the attached scorecard. Summarizing, the staff identified areas of strategic plan focus for 2018 include:

Pillar	Priorities Identified by Staff
Balanced Growth	Research and implementation of the Perth4Youth Youth Based Strategic Plan recommendations.
	Partner with Partners in Employment and Perth South to secure resources for a youth based professional development program.
	Pursue a partnership with the BIA to host a youth based job fair.
	Create a youth council spear headed through the Youth Centre.
	Pursue initiatives to expand usage of the Youth Centre by adding bus stops, and expanding programs for older youth.
Communication & Marketing	Delivery of Year 1 activities identified in the Corporate Communications Implementation plan.
	Development of media relations and corporate social media policies and training.
	Partnership development with local stakeholders to improve corporate event delivery.
	Pursue greater public uptake of the Town's web subscription service to improve direct delivery of Town communications.
	Development of key messages for Town marketing and positioning as a part of the Economic Development portfolio's responsibilities in implementing the Communications Plan.
	Development of Tourism Plan which formally establishes a unique and compelling tourism identity.
	Delivery of a wayfinding signage strategy (RED funded project)
Culture & Recreation	Research and implementation of the Recreation Master Plan recommendations prioritized by Council as immediate priorities (pending).
	Creation of a Business Plan for the PRC to implement the revenue generating and cost cutting recommendations outlined in the Recreation Master Plan.
	Bike parking area planned for the west end of the downtown core near Water/Queen Intersection.
	Heritage conservation, and the impact of new development, to be reviewed and discussed through the Official Plan Review Process.
	Review space needs with the Stratford Police Service to determine if a tourism hub will be located in a downtown storefront or at Town Hall.
	Review and research of a request from the St. Marys Farmers Market for additional public washrooms in the Downtown Core.
	Draft "Forestry Management Policy" to be crafted and presented to Council.
	Fall 2017 education campaign for property owners backing onto Sparling bush, followed by surveying and property line delineation in 2018.
	Development of a draft community grant policy for implementation prior to the 2019 budget process.
Economic Development	Creation a land inventory of available industrial and commercial lands in St. Marys.
	Creation of a "Welcome to St. Marys" package for new businesses.

	Further integration of the Small Business Centre into the Town business retention and expansion program.
	Maintain existing business networking, celebration, and communications programs.
Housing	Study on best practices in policy approaches to encourage attainable housing pending from the Stratford Social Services Department. Will research and review these policy tools for recommendations to Council as a part of the Official Plan Review.
Infrastructure	Design and engineering of Wellington Street South in preparation for a 2020 OCIF To-Up application.
	Town Hall and Carnegie Library window replacement.
	Tender and construction of the St. George Street water reservoir.
	Develop a comprehensive schedule of condition assessments of Town facilities, and create a detailed 15-year capital plan.
	Various capital maintenance projects proposed for Town assets as a part of the 2018 draft capital budget for consideration.
	Completion of a municipal waste audit.

In addition to the priorities identified by staff, there are a number of outstanding resolutions of Council that relate back to advancing tactics in the strategic plan. In summary, these include:

<b>Pillar</b>	<b>Direction of Council</b>
Balanced Growth	Implement and operationalize the recommendations of the Perth4Youth Youth Based Strategic Plan
Culture & Recreation	Pursue a reciprocal use agreement with the school board (also recommended by the Recreation Master Plan).
	Develop a Terms of Reference for a Recreation Advisory Committee (also recommended by the Recreation Master Plan).
	Adopt a naturalized approach to grass maintenance for parkland assets (also recommended by the Recreation Master Plan).
	Implement and operationalize the recommendations of the Sparling Bush Management Plan
	Research and present a tree management policy and tree cutting by-law for the Town.
	Develop a Terms of Reference for a committee of Council dedicated to Public Art.
Housing	Investigating private public partnerships between municipalities and developers (Housing Pillar).
	Pursue the sale of 45 Thames Road for a residential use.
Infrastructure	Complete a waste diversion assessment to seek out possible new diversion programs, or modifications/enhancements to existing diversion programs.
	Develop strategies to implement the financing and funding recommendations outlined in the Asset Management Plan

Cross-referencing the two lists, there are the following common priorities identified:

- Implement and operationalize the Perth4Youth Youth Based Strategic Plan.
- Implement and operationalize the Sparling Bush Management Plan.
- Complete a waste diversion assessment to pursue new or enhanced waste diversion initiatives.
- Development of a tree management, or forestry management, policy.

Staff is now seeking direction from Council in regards to the identified priorities above. To help facilitate this discussion, staff would like to confirm:

- Are we on the right track for advancing Council's strategic plan?
- Which of the identified tactics and initiatives above should be placed before the others to ensure that they are completed?
- Are there any of the identified priorities/tactics/initiatives that Council believes have been advance far enough for now (i.e. maintain the steady state)?
- Are there any of the identified priorities/tactics/initiatives that should not be advanced in 2018 (i.e. what should we take of the list)?
- Are there any priorities/tactics/initiatives within the strategic plan that are not included above that Council believes should be added to the list? Where do they fit in?

## **SUMMARY**

Significant progress has been made in 2017 in advancing Council's strategic plan. Staff is finalizing the first draft of the 2018 budget, along with their department's work plans for 2018.

This report has been presented to ensure that staff's and Council's priorities for advancing the strategic plan in 2018 are aligned. The preferred outcome of this discussion is an agreed upon list of the top strategic priorities that should be advanced in 2018.

## **FINANCIAL IMPLICATIONS**

None at this time.

## **STRATEGIC PLAN**

This initiative is supported by the strategic plan as it advances the recommendation for regular monitoring and evaluation of Council's Strategic Plan.

## **OTHERS CONSULTED**

Senior Management Team, Senior Leadership Team.

## **ATTACHMENTS**

1. 2017 Strategic Plan Scorecard

## **REVIEWED BY**

### **Recommended by the CAO**



---

Brent Kittmer  
CAO / Clerk

**Strategic Pillar 1: Infrastructure**

Municipal infrastructure needs in St Marys will require a focus on sustainability and growth, while balancing these activities against anticipated changes in provincial legislation (for example, AODA and the new climate change plan). As no single plan can afford to achieve all its infrastructure goals, we have identified with the aid of staff the top priorities for this planning cycle. The five critical infrastructure needs identified would be the following: Water reservoir storage, Wellington Street Bridge, landfill expansion, and digital fibre ducts.

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Developing a comprehensive and progressive infrastructure plan	St Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance	Identify immediate needs in the community	<ul style="list-style-type: none"> <li>Asset management plan (AMP) developed and accepted by Council on March 7, 2017.</li> </ul>	Prepare an itinerary of planned projects that can be made shovel-ready in response to funding changes at the senior levels of government	<ul style="list-style-type: none"> <li></li> </ul>	Ongoing infrastructure assessment and evaluation that is sensitive to growth trends	<ul style="list-style-type: none"> <li>Ongoing per normal capital plan assessments and monthly development reviews.</li> </ul>	<ul style="list-style-type: none"> <li>Continued implementation of infrastructure projects identified in the AMP in priority order.</li> <li>All infrastructure projects to be designed for AODA compliance and vetted by Accessibility Advisory Committee.</li> <li>Town Hall and Carnegie Library window refurbishments to occur in 2018.</li> </ul>
		When developing the annual capital plan have regard for the infrastructure needs identified in the asset management plan before considering new builds or renovations that represent significant service level improvements.		Develop a public engagement program to better inform residents of the Town's asset management strategies.		When reviewing priorities of needs for maintenance investments in "discretionary" Town assets, the following Town icons will be considered of most importance: historic Town Hall, historic Water Tower; mill race dam and spillway; Carnegie Library, museum, Water Street bridge, Church Street Bridge, Grand Trunk trail and Sarnia Bridge, and Junction Station.	<ul style="list-style-type: none"> <li>Town Hall and Carnegie Library window assessments planned for completion in 2017.</li> <li>Historic Water Tower structural assessment in progress.</li> <li>Mill race dam structural assessment completed.</li> <li>Reconstruction of Library Stairs completed.</li> <li>Landscape design and beautification of Town Hall completed.</li> <li>Various minor capital maintenance (paining, mortar, etc.) completed to Town's heritage assets in 2017.</li> </ul>	
		To support the asset management plan, complete a financial analysis of the Town's ability to pay to establish a minimum capital budget threshold to be budgeted for each year (either in actual spending, or put into reserve).	<ul style="list-style-type: none"> <li>Direction to staff on March 7, 2017 to proceed with this analysis.</li> </ul>	Develop an Inclusion Policy/standard partnered with guidelines or standard operating procedures that outline how the Town will adopt inclusion and to what extent inclusion will be considered for Town infrastructure, programs, events, etc.	<ul style="list-style-type: none"> <li>Accessibility Advisory Committee consulted on design of 2017 infrastructure projects.</li> </ul>			
Meeting and exceeding current and anticipated provincial environmental standards	St. Marys will approach infrastructure needs. (e.g. Future landfill needs) with a proactive plan with a view to environment. An anticipatory approach to addressing infrastructure needs will become the operational norm.	Developed a proactive action plan to prioritize immediate and midterm infrastructure needs, including: realistic timelines, funding consequences, operational implications, and delivery options.	<ul style="list-style-type: none"> <li>Asset management plan (AMP) developed and accepted by Council on March 7, 2017.</li> </ul>	Commence needed infrastructure improvements, based on the developed plan. This would require establishing measureable goals on a cost/year development strategy.	<ul style="list-style-type: none"> <li>Capital plan developed consistent with AMP. Now drives the annual capital project listing.</li> <li>2017 Capital Plan approved with an approximate \$8M spending on infrastructure renewal.</li> </ul>	Continue the improvements. Begin developing a long term planning approach to infrastructure. Initialize new fiscal policies and disciplines focused on building strategic fund balances to meet needs in future.		<ul style="list-style-type: none"> <li>Added Annual Storm Water outlet monitoring to 2018 budget</li> </ul>

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Develop a transition plan to make all municipal infrastructure structure compliant with external legislation (i.e. AODA, sustainability goals, etc) including requirements and costing.						
Water Reservoir Storage	If the goal is to achieve a population target of 8,000 residents by 2026-7 (annual growth rate of 1.5%, doubling current rate), both access to potable water and fire protection needs would best be served by addressing this issue.	Plan for an updated reservoir. Include its development in the community's capital and financial plan.	<ul style="list-style-type: none"> <li>Funds approved for engineering in 2017. Engineering design in progress by BM Ross.</li> </ul>	Commence work on an updated water reservoir to meet provincial standards				<ul style="list-style-type: none"> <li>Complete engineering design, and tender the water reservoir for the 2018 construction season.</li> </ul>
		As an interim measure, promote effective water conservation.	<ul style="list-style-type: none"> <li>Economy of Scale realized by parallel reconstruction of St. George including water main replacement</li> </ul>					
Wellington Street Bridge	North-south access is currently limited, and so it is recommended that a modern bridge able to withstand a much higher load restriction be considered.	Commence work on an updated bridge, which will allow for a more timely development of the northern part of the community.	<ul style="list-style-type: none"> <li>Awarded the construction tender to McLean Taylor on March 21, 2017.</li> </ul>		<ul style="list-style-type: none"> <li>Added water main crossing into scope of project for additional system redundancy</li> </ul>			<ul style="list-style-type: none"> <li>Completion and commissioning of the bridge late fall 2017.</li> </ul>
Waste Management Plan	With anticipated proactive measures for growth (residential, commercial, and industrial), there will need to be active consideration of optimizing landfill services, but with a view to controlled costs and forward-thinking environmental initiatives	Plan for a new long-term review of waste management, taking account of new and more prescriptive provincial standards.	<ul style="list-style-type: none"> <li>Environmental assessment completed. Draft under review by MOE.</li> </ul>	Decide on what approaches best meet long-term community ability to meet provincial standards. Build a program and identify a budget to accommodate.		Implement renewed waste management approach on a phased-in approach.		<ul style="list-style-type: none"> <li>Report back on the findings of Council's requested waste audit.</li> </ul>
		Explore alternatives to status quo waste management with a view to reduction and recycling initiatives for all residential, commercial, and industrial properties.	<ul style="list-style-type: none"> <li>Direction to staff on September 27, 2016 to proceed with a municipal waste audit.</li> </ul>					
Digital Fibre Ducts	Part of future growth will require addressing digital needs for residents and emergent businesses.	Research options for best providers	<ul style="list-style-type: none"> <li>Approached local CLIC provider when constructing / redeveloping roads, adding crossing where direction boring would be difficult.</li> <li>Discussion with SWIFT fall 2017</li> </ul>	Incorporate communication duct-work in all future capital works projects (pilot phase)	Engaged local ISP's adding road crossing duct work during reconstruction projects to reduce last mile fiber cost	Incorporate communication duct-work in all future planned subdivisions as part of development		
Granting Readiness	With a change in the federal government, which has signaled a desire to fund infrastructure projects, it will be vital that the Town be in a state of readiness to compete for much-needed infrastructure funding	Establish a nimble foresight approach to capital initiatives that creates a project inventory and plans to meet new grant opportunities. Assign a lead staff person for this task.	<ul style="list-style-type: none"> <li>Clean Water Waste Water Fund grant secured for engineering/design of a number of waste water projects.</li> <li>2017 budget funds approved for the engineering design of</li> </ul>	Keep abreast of developing and evolving opportunities. Actively seek opportunities that align with municipal capacity and vision.		Review infrastructure plans on an on-going basis, seeking grant alignment.		<ul style="list-style-type: none"> <li>2018 OCIF application for construction of the inlet works, odour control system and admin building at the WWTP.</li> <li>Seek out funding opportunities for</li> </ul>

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
			Wellington Street South as a construction-ready project.					Wellington Street South reconstruction. 2020 OCIF top up as a potential candidate.
Maintenance Prioritization	Given the large number of town-owned heritage assets, a maintenance schedule ought to be agreed to by Council in prioritizing which of these assets will be the recipient of discretionary funding.	Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly. Assess if any assets can be better utilized by others.		Rethink use of assets to maximize their utility to the community. Develop a municipal policy outlining how decision will be made in future in the acquisition of addition heritage sites.	<ul style="list-style-type: none"> <li>Divested 121 Ontario Street (West Ward School) for the purposes of residential development (rentals).</li> </ul>	On a go forward basis maintenance, acquisition and devolution of heritage assets will align with the municipality's long-term strategic position.		<ul style="list-style-type: none"> <li>Develop a comprehensive schedule of condition assessments of Town facilities, and create a detailed 15-year capital plan.</li> </ul>
		Prepare and implement a seasonal inspection schedule.	<ul style="list-style-type: none"> <li>Condition assessment of old water tower completed, museum condition assessment pending.</li> </ul>					

**Strategic Pillar 2: Communication and Marketing**

As civic engagement improves, growing expectations of accountable and transparent local government requires proactive communication approaches. Included in proactive communication would be innovative means of establishing a more outbound place-setting narrative for the purposes of tourism and growth. Develop a comprehensive and fully integrated communications plan, including a marketing plan, tourism plan, and economic development implementation plan. These do not necessarily have to be new documents, as they can draw upon existing shelf studies that the Town has.

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Marketing and Promotion plan	Establish St Marys as an ideal setting for new businesses and tourism. Emphasize its quality of life as a means of encouraging residential growth.	Identify, as part of a marketing plan, exactly what are the key messages St Marys wants to share with the outside world, recognizing that it cannot be all things to all people. This needs to align with the economic development plan.	<ul style="list-style-type: none"> <li>Communications Plan adopted by Council on June 13, 2017.</li> </ul>	Develop and launch a new communications approach based on the revised strategic priorities. Engage partners based on their ability to better deliver and align with components of the approach (i.e. county, neighboring municipalities, community groups).	<ul style="list-style-type: none"> <li>Town has adopted a proactive communications approach that uses multiple outlets (media releases, social media, web and print) to reach a broader audience</li> </ul>	Monitor and evaluate the effectiveness of this approach and adjust accordingly.		<ul style="list-style-type: none"> <li>Implementation of Council's preferred communications strategies to be budgeted for in 2018.</li> <li>Staff will formalize new communications approach by developing and implementing corporate-wide media relations and social media policies</li> <li>New, part-time Events Coordinator will work to enhance partnerships with local businesses, community groups and volunteers to improve event delivery</li> </ul>
		Launch a pilot program as the new marking plan rolls out.				Seek on-going partnerships to extend range and efficacy.		
Engagement	<p>St Marys is committed to engaging and informing residents as stakeholders in key decisions.</p> <p>Communicating relevant municipal information, as well as soliciting input from residents, builds a solid foundation of trust.</p>	Develop an engagement policy for staff that will meet the expectations of the community; conduct internal and external surveys as necessary.	<ul style="list-style-type: none"> <li>Conducted internal and external communications surveys to inform development of Communications Plan</li> <li>Revised Communications Plan adopted by Council on June 13, 2017.</li> <li>Improved the Town's overall communications presence through increased media releases, social media posts, and proactive communications campaigns.</li> </ul>	Build a truly interactive web presence that is easily accessible and navigable; a site in which residents can interact with the municipality on multiple levels. Explore other communication media that the municipality may be able to invest in, to help fill the information gap.	<ul style="list-style-type: none"> <li>Staff have increased use of customizable/interactive web tools (homepage banners, events calendar) and social media to drive users to specific pages/content on Town website</li> <li>Initiated use of URL shortener (goo.gl) to track link clicks, page visits and points of access</li> </ul>	Measure community engagement, continue to seek new communication mediums, keep policies updated to meet new channels of communication.		<ul style="list-style-type: none"> <li>Implementation of Council's preferred communications strategies to be budgeted for in 2018.</li> <li>Staff to explore greater use of web subscription service as a tool for delivering content directly to users</li> </ul>
Positioning	Work to have a more prominent regional presence, and improve the perception and reputation of St. Marys outside of its borders. Develop a sense of "who we are" as a means of sharing the narrative both internally and externally.	Conduct internal and external engagement surveys to gather baseline data about staff and residents' perceptions of the Town, its current approach to communications, transparency, etc.	<ul style="list-style-type: none"> <li>Internal and external engagement survey completed as a part of the revised Communications Plan adopted by Council on June 13, 2017.</li> </ul>	Develop measurement tools to assess effectiveness of public communications; review		Develop budget to ensure on-going positioning presence. Seek new public and private partnerships to advance this agenda.		<ul style="list-style-type: none"> <li>Development of key messages for Town marketing and positioning as a part of the Economic Development portfolio's responsibilities in implementing the</li> </ul>

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Develop measurement tools to assess effectiveness of public communications; review regularly with a view to reputation management.	<ul style="list-style-type: none"> <li>Revised Communication Plans adopted by Council on June 13, 2017 with this as a key recommendation.</li> </ul>	Build "positioning" into the role description of senior management.	<ul style="list-style-type: none"> <li>Positioning, marketing, and their relationship to Tourism have been delegated to the Economic Development portfolio.</li> </ul>	Be an active partner in the region to advance the municipality's strategic priorities	<ul style="list-style-type: none"> <li>Partnerships initiated or developed with: Stratford Perth Chamber of Commerce, investStratford, Stratford Perth Small Business Centre, Perth County Economic Development and Tourism, Four Counties Labour Market Board, and municipal economic development peers.</li> </ul>	Communications Plan.
		Develop guidelines (Engagement Policy) for community engagement/public participation to be used by staff across the corporation	<ul style="list-style-type: none"> <li>Revised Communications Plan adopted by Council on June 13, 2017 with this as a key recommendation.</li> </ul>					
Wayfinding and Identity	A comprehensive approach to identity promotion - including wayfinding - will help St Marys in terms of both promoting itself as a destination to the outside world (tourism and attracting new residents), and supporting a sense of common community with current residents.	Tourism effectiveness relies on establishing and promoting a unique and compelling identity that can be communicated beyond the municipal boundary.	<ul style="list-style-type: none"> <li>Published various tourism oriented marketing materials (Town of St. Marys tourism map, trails map, festivals and events rack card etc., advertised in regional promotional materials).</li> </ul>	Develop a signage program at key sites along the highways advertising Town amenities, and further establish/reinforce its brand with in-town signage and wayfinding.	<ul style="list-style-type: none"> <li>Renewed 2017 Tourism-Oriented Directional Signage Contracts.</li> <li>RED Grant submitted for the creation of a wayfinding signage strategy.</li> <li>Created "Visit Beautiful St. Marys" advertising banners.</li> </ul>	Keep wayfinding approaches current with new opportunities, legislative requirements, and technologies.		<ul style="list-style-type: none"> <li>Delivery of a wayfinding signage strategy</li> <li>Development of Tourism Plan which formally establishes a unique and compelling tourism identity.</li> </ul>
Social Media	The use of social media may be an instrumental supplement to an overall communications plan, which not only improves public engagement in bilateral communication between the Town and residents, but also shares the prospect of broadening the reach of the Town in terms of what it can offer, while celebrating its unique heritage.	Develop a comprehensive social media strategy with a view to centralized function ("same-page messaging"). Frequent updating and the use of social media engagement policy. Decide on the social media venues that are most appropriate, with a view to providing rich media content	<ul style="list-style-type: none"> <li>Revised Communications Plan adopted by Council on June 13, 2017 with this as a key recommendation.</li> <li>More frequent and effective use of corporate Facebook and Twitter accounts has resulted in steady growth of audience since mid-2016</li> </ul>	As part of reputation management, assess feedback in terms of scope, reach, and sentiment. Adjust policy as required so that it continues to achieve the outcomes of the strategy.		Reassess the social media venues in terms of being able to reach the target audience; evaluate any new social media venues that may be reasonably added if required.		<ul style="list-style-type: none"> <li>Consolidation of some social media accounts, as recommended by the Communications Plan</li> <li>Creation and implementation of corporate social media policy</li> <li>Training sessions for non-Communications staff who are tasked with posting and monitoring social media content</li> </ul>

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Media Relations	Maintaining and cultivating effective relations with local media is key to preventing misinformation about Town objectives.	Develop a comprehensive media relations policy for best channeling information directly to media sources about Town initiatives and other essential information. Create a spokesperson contact and ensure centralized communication relations with local media.	<ul style="list-style-type: none"> <li>Have met with local media to establish a relationship with Communications Staff.</li> <li>Increased the number of media releases issued by the Town which are now actively picked up and printed by regional media outlets.</li> </ul>	Create a communications training package for staff and Council for internal distribution.		Review the media relations policy and communications training package to assess if any changes may be needed.		<ul style="list-style-type: none"> <li>Creation and implementation of corporate media relations policy</li> <li>Media relations training sessions for Senior Leadership Team</li> </ul>
Community Events Promotion	Actively promoting existing cultural/community events while seeking to establish new or re-branded signature events (such as festivals) may result in broader audiences and increase the appeal of the Town.  Develop a new event, or re-brand and re-envision an existing event, to be the "signature" St. Marys event.	Establish core event planning through a collaboration between the Economic Development and Communications Directors.		Leverage new and existing events in such a way that they incorporate existing amenities and provide a continuum between the downtown and the riverfront.		Monitor and assess ongoing event success. Be prepared to add/delete given feedback.	<ul style="list-style-type: none"> <li>Post Event Surveys distributed to vendors seeking feedback and recommendations for future events (Heritage Festival, Car Show)</li> </ul>	<ul style="list-style-type: none"> <li>Review of existing events inventory against the Town's resources to be able to deliver events.</li> <li>Continue to work with Service Clubs local partners to find the most efficient methods of delivering community events.</li> <li>Establish a more effective/reliable approach to recruiting volunteers for Town events (in cooperation with Volunteer Coordinator)</li> <li>Recruitment of Event Coordinator</li> </ul>
						Create a municipal policy to support third party partnership, delivery, and introduction of new events.		
		Create an event, or re-brand and re-envision an existing event, to celebrate the Town's key amenities and ties in with the reactivation of the downtown/waterfront.	<ul style="list-style-type: none"> <li>Successfully delivered the Canada 150 celebration at Cadzow Park.</li> <li>Published various advertising and promotional materials for Town and community events.</li> <li>Reallocated current budget to create part-time Events Coordinator position to help grow/improve current event offerings</li> </ul>	Ensure that the event retains/promotes the Town's unique offerings so that it appeals to residents and visitors.				
				Develop an Inclusion Policy/standard partnered with guidelines or standard operating procedures that outline how the Town will adopt inclusion and to what extent inclusion will be considered for Town infrastructure, programs, events, etc.				

**Strategic Pillar 3: Balanced Growth**

Given demographic and economic realities facing municipalities situated outside of the GTA, it is necessary to develop a growth plan to ensure new revenue sources can meet the increasing costs of existing service demands to satisfy population growth and economic development plans. The two identified demographic groups that will further the vibrancy and culture of the Town include youth and newcomers. Growth must be balanced both geographically and economically in such a way that it is sustainable.

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Scale-based demographic growth & targeted immigration	One of the only remaining means of growing the population is by attracting newcomers to St Marys. St Marys will identify both the key demographics they wish to attract, and match these against existing amenities that would best serve those demographics.	Review the current approach to development, recognizing that a "one size fits all" plan will not best meet the needs of the Town.	<ul style="list-style-type: none"> <li>Process of pre-consultation with potential developers implemented with a goal of discussion common needs.</li> <li>Official Plan review underway to update and modernize Town planning policies.</li> </ul>	Need to integrate with a comprehensive marketing plan, economic development approach, and identity approach (selling a lifestyle).		Tie the approach into the marketing and promotion plan to align with the economic development and tourism initiatives.		<ul style="list-style-type: none"> <li>Research and implementation of the recommendations of the Recreation Master plan (pending adoption by Council, and pending budgetary funding for any new costs to be incurred).</li> <li>Completion of the Official Plan Review.</li> </ul>
		Identify what infrastructure needs should be in place to attract retain this demographic (e.g. housing that's affordable, public services, etc.)	<ul style="list-style-type: none"> <li>Hard infrastructure forecasting completed as a part of the 2017 Development Charges Review.</li> <li>Recreation infrastructure forecasting completed as a part of the 2017 Recreation Master Plan. This includes forecasting amenities and strategies required for youth attraction and to accommodate the Town's aging population.</li> </ul>			Seek partnerships and additional financial support (government and others) to continue this approach.		
Youth recruitment and retention strategy	It is important to not only attract youth to the Town, but also to retain existing youth by ensuring there are adequate opportunities. Tactics will focus on youth of all ages and abilities.	Review and identify what infrastructure needs should be in place to attract retain this demographic (e.g. housing that's affordable, public services, etc.)	<ul style="list-style-type: none"> <li>Partnership established with Perth South for the Perth4Youth youth based strategic plan project. Final report adopted by Council on September 26, 2017 identifies barriers to attracting/retaining youth, and recommendations to overcome these.</li> <li>Capital investment in the municipal Child Care centre to ensure access to infant, toddler, and pre-school child care for families.</li> </ul>	Focus on the need to integrate with a comprehensive marketing plan (target marketing to specific media), economic development approach, and identity approach (selling a lifestyle).		Build the success of this strategy and early outcomes in the marketing and promotion plan. Align this strategy with the economic development plan.		<ul style="list-style-type: none"> <li>Research of the Perth4Youth initiatives and development of implementation plans.</li> <li>Local employment has been identified as a barrier to retaining youth. In partnership with Partners in Employment Perth South, attempting to secure funding for a Youth Professional Development program to help youth with finding local employment. Offer ongoing workshops.</li> <li>Create a youth council through the Youth Centre that will meet town council every 6months</li> </ul>
		Establish a youth advisory council to ensure issues important to young people	<ul style="list-style-type: none"> <li>Improved youth engagement tactics implemented,</li> </ul>					

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		of various ages and abilities are on the municipal agenda	<p>including regular meetings with youth.</p> <ul style="list-style-type: none"> <li>Improved participation in the youth centre board.</li> <li>Improved equipment and new supplies attracted a lot more youth.</li> <li>Regular meetings setup with all local schools and principals.</li> <li>New policies and procedures</li> <li>Created partnership with Community Living to do additional staff training.</li> <li>Participated in an employment skills workshop for students at DCVI who are looking to enter the working world. Topics included resume writing, interview skills and general workplace/ employee etiquette. Also discussed general career opportunities in St. Marys covering both part-time student and full time permanent roles.</li> </ul>					<ul style="list-style-type: none"> <li>Create a partnership with the BIA and look to host a job fair.</li> <li>Expand the usage of the Youth Centre by liaising with the school board and having bus stops added to the PRC so all local schools will have access to it.</li> <li>Look for additional ways to engage and approach youth grade 9-12.</li> <li>Seek corporate sponsorship to help fund new programming and supplies.</li> </ul>
Industrial Strategy	<p>Industry has played - and continues to play - a key role in the life of the Town in providing employment and economic stability. Seeking new opportunities to attract small, medium, and large industry is in the Town's best interests as part of its growth strategy.</p> <p>Increased focused on industry retention as part of the overall strategy.</p>	Actively seek out new industrial partners.	<ul style="list-style-type: none"> <li>Acted in a support role to assist with the McLaughlin Group's purchase of the former Kraft-Heinz building. Have actively met with new and proposed tenants to help with their transition to St. Marys.</li> <li>Acted in a support role to assist Cascades with the development of their shipping expansion to the local facility.</li> </ul>	Align attraction, housing and other policies to support industrial strategy (a "no silos" approach).		Align industrial strategy with both positioning strategy and marketing/promotions plan.		<ul style="list-style-type: none"> <li>Creation a land inventory of available industrial and commercial lands in St. Marys.</li> <li>Creation of a "Welcome to St. Marys" package for new businesses.</li> </ul>
		Assess available industrial land with a view to zoning and development.				Ensure strategy is up-to-date with changing and new trends.		

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Build a retention plan, identify elements needed to ensure businesses stay and grow in the community.						
Business Attraction, Retention and Expansion Program	A key to growth is to ensure a vibrant and sustainable commercial sector. Economic development needs to rest on three pillars; beyond the traditional business attraction. It should also focus attention and resources to ensure both business retention and expansion.	Create a welcome wagon program for new businesses.		Launch pad/entrepreneur and small business support program.	<ul style="list-style-type: none"> <li>Local small business support is provided through the Stratford Perth Small Business Centre.</li> </ul>	Identify local business development mentors.		<ul style="list-style-type: none"> <li>As new or potential small business approach the Town we will streamline our approach to integrate the Small Business Centre into the process from the outset.</li> <li>Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration).</li> <li>Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.</li> </ul>
		Business-to-Business networking events	<ul style="list-style-type: none"> <li>St. Marys focused business networking event hosted in June 2017.</li> <li>Joint business networking event hosted with Perth South in October of 2017.</li> </ul>	Host an annual event to celebrate and thank local businesses for being in St. Marys; incorporate a keynote speaker, mini trade-show, refreshments, networking.	<ul style="list-style-type: none"> <li>Inaugural business celebration hosted in November 2016.</li> </ul>	Create a shared service centre for new business and to support retention activities		
		Connect with local businesses through a Business Visitation Program (confidential meetings with businesses to discuss successes, challenges, issues, questions).	<ul style="list-style-type: none"> <li>Business Visitation program initiated and in progress.</li> <li>Monthly business and industry focused newsletter initiated.</li> <li>Provided support from the Town and through OMAFRA for the BIA strategic planning exercise.</li> </ul>	Youth & entrepreneur program.	<ul style="list-style-type: none"> <li>Applied for a Libro grant to develop a young professionals program and was not successful. Future partnership with Partners in Employment and Perth South planned.</li> </ul>	Integrate new businesses in long term development plan		
		Celebrate local business	<ul style="list-style-type: none"> <li>Inaugural business celebration hosted in November 2016.</li> </ul>	Use vacant space in the downtown for entrepreneurs				
		Participate in partnership projects regarding youth retention (i.e. OMAFRA Project).	<ul style="list-style-type: none"> <li>Re-established meetings of the Perth South/St. Marys Joint Economic Development committee, with a key focus on youth.</li> <li>Partnership established with Perth South for the Perth4Youth youth based strategic plan project. Final report will identify barriers to attracting/retaining youth, and recommendations to overcome these.</li> <li>Partnered with OMAFRA and Cascades to offer a manufacturing day celebration for youth</li> </ul>	Explore turnkey operations and serviced commercial/industrial lands.				

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Website development.		Encourage existing businesses to optimize on their existing buildings/spaces.				
		Identify vacant spaces to host entrepreneurs and create an inventory.						
		Begin the process of downtown revitalization	<ul style="list-style-type: none"> <li>Numerous tactics and achievements implemented as documented under the "Recreation and Culture Pillar", "Downtown Revitalization Plan" priority below.</li> </ul>					

**Strategic Pillar 4: Culture and Recreation**

By readjusting existing recreational services to a more scale-appropriate level, this will result in some measure of cost-savings for the Town in being to reallocate funding to other priorities. In some cases, volunteers and the private sector can take on leadership or partnership roles for the delivery of some recreational services that are under-utilized. Moreover, as culture is being positioned as a vital economic driver, some of these tactics are complementary with both the re-profiling of the Town and economic development.

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Recreational Services Master Plan	Assessing the real needs of residents in terms of providing the right fit for recreational services provided by the Town will require contracting out for a consultant who specializes in this area given the exhaustive analysis to be performed in providing key recommendations.	Create and list a RFP for a recreational services master plan.	<ul style="list-style-type: none"> <li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017.</li> </ul>	Implement the key recommendations as required, and ensure that they align with concurrent policies and plans.		Review and evaluate the effectiveness of the plan in a few years' time to ensure it remains the right fit with Town priorities (no more than three to five years after implementation).		<ul style="list-style-type: none"> <li>Research and implementation of the recommendations of the Recreation Master plan (pending adoption by Council, and pending budgetary funding for any new costs to be incurred).</li> </ul>
				Develop an Inclusion Policy/standard partnered with guidelines or standard operating procedures that outline how the Town will adopt inclusion and to what extent inclusion will be considered for Town infrastructure, programs, events, etc.	<ul style="list-style-type: none"> <li>Key recommendation of the recreation master plan is to develop an Accommodation Policy.</li> </ul>			
Repurposing the Pyramid Centre	<p>As the PRC is adequate to a population of 30,000, it currently far exceeds the needs for the current population and thus results in additional costs to the Town. A more integrated approach may be preferable.</p> <p>The PRC should be a primary consideration when deciding where to locate municipal services and programming before new spaces are constructed or significantly renovated.</p>	Align future use of PRC with the findings of the Recreation Master Plan	<ul style="list-style-type: none"> <li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan has a key focus on the PRC.</li> </ul>	If space remains, investigate the options of hosting additional library programming in the PRC through an integrated planning program strategy.		Develop a strategy to host more conventions and regional events (which may add to the positioning strategy). The PRC is no longer a destination of preference for weddings so there is a need to find a use for that large and recently renovated space in the community hall.	<ul style="list-style-type: none"> <li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan recommends to develop a Business Plan for the PRC to advance this tactic.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a Business Plan for the PRC to implement the revenue generating and cost cutting recommendations outlined in the Recreation Master Plan.</li> </ul>
				Determine the full cost of relocating some of the Town's community services, including retrofit, to the PRC.				
				Investigate the ability to attract the YMCA or any other organization to locate in the PRC.	<ul style="list-style-type: none"> <li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan contains key recommendations to advance this tactic.</li> </ul>			
Downtown Revitalization Plan	Protecting St Marys' unique heritage assets while planning for growth in key sectors will require an integrated and	Make the downtown pedestrian-friendly through streetscape design.	<ul style="list-style-type: none"> <li>Streetscape designed to AODA standards for the 2016 reconstruction project.</li> </ul>	New development should conform to the existing heritage aesthetic as per either the Heritage Conservation District Plan	<ul style="list-style-type: none"> <li>Sign by-law review undertaken to ensure that the heritage aesthetic of the core is maintained.</li> </ul>	Complete final phase of integration of waterfront with downtown core as per waterfront integration plan (below)		<ul style="list-style-type: none"> <li>Bike parking area planned for the west end of the downtown core near</li> </ul>

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
	balanced approach given its role as the iconic cultural centre of the community. The downtown should be perceived as a safe, central, and culturally vibrant gathering area. Ultimately, the transition will be to transform St Marys from a HERITAGE to a CULTURAL experience. In order to achieve this, evaluate the Heritage Conservation District Plan.		<ul style="list-style-type: none"> <li>Invested in landscape design of Town Hall plaza to make it place for causal gathering.</li> <li>Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic.</li> </ul>	or the new cultural initiatives approach.				<p>Water/Queen Intersection.</p> <ul style="list-style-type: none"> <li>Heritage conservation and the impact of new development to be reviewed and discussed through the Official Plan Review Process.</li> <li>Review space needs with the Stratford Police Service to determine if Tourism hub will be located in a downtown storefront OR at Town Hall.</li> <li>Review and research of a request from the St. Marys Farmers Market for additional public washrooms in the Downtown Core.</li> </ul>
		Offer incentives to new businesses to occupy vacant storefronts.	<ul style="list-style-type: none"> <li>Introduced the Heritage Tax Rebate program to incentivize commercial spaces, on the condition that the space is occupied.</li> </ul>	Transform alleyways into art/craft vendor areas.				
		Create the winning conditions to attract cultural/commercial enterprises into the core.		Investigate prospect of turning second story downtown space into rentals or studios (see Housing pillar).	<ul style="list-style-type: none"> <li>Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD</li> </ul>			
		Seasonally, rent storefront space in the core for Tourism and Economic Development Staff. There is demonstrated success in this approach.		Elevate heritage plaque program.				
		Promote local theatre and arts in the core by making an investment in space and programming.		Create a permanent tourism hub/office in central location.				
		Investigate options for incentivizing or enforcing standards for heritage properties after the review of the HCDP.	<ul style="list-style-type: none"> <li>Continued support of the Heritage Grant and Façade Improvement grants as tactics to incentivize building improvements within the HCD and core commercial district.</li> <li>Introduced the Heritage Tax Rebate program to incentivize occupied commercial and new residential spaces in the HCD.</li> </ul>	Investigate opportunities to invest in space in the core to further promote and expand local arts, culture, and theatre.	<ul style="list-style-type: none"> <li>Supported the increased use of space at the VIA station for the "Station Gallery and Studios".</li> </ul>			
		Investigate the idea of providing allowances for accessibility changes to buildings under the Community Improvement Program (CIP).		Investigate the opportunity for new or improved access to public washrooms in the core.	<ul style="list-style-type: none"> <li>Supported budget funds for and additional portable washroom in the core.</li> <li>Opened the Town Hall public washroom for 24/7 access.</li> </ul>			

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
A Focused Park Strategy	St Marys' parks is not only a prized asset, but it is also a natural gathering place that can be optimized and incorporated into enhancing the cultural profile of St Marys.	Perform an initial assessment of necessary improvements (beautification, accessibility, etc.).	<ul style="list-style-type: none"> <li>Reviewed parks capital maintenance needs during preparation of the 2018 capital budget.</li> </ul>	Actively include the parks in marketing and promotion.		Ensure Milt Dunnell Park remains the central focus for community events.		<ul style="list-style-type: none"> <li>Cadzow Park splash pad to be tendered and constructed in 2018 (pending budget approval).</li> <li>Reviewing options for constructing a pavilion with the Lions Club. The Club's preferred timeline is 2018.</li> <li>Continuing to seek out a partner for the minor amphitheatre at Cadzow Park.</li> <li>Draft "Forestry Management Policy" to be crafted and presented to Council.</li> <li>Fall 2017 education campaign for property owners backing onto Sparling bush, followed by surveying and property line delineation in 2018.</li> </ul>
		Preserve Cadzow Park as a quiet, residential, family-oriented park.	<ul style="list-style-type: none"> <li>Invested in accessible playground upgrades at Cadzow.</li> <li>Approved a partnership with the Rotary Club for a new splashpad at Cadzow. Provided preliminary authorization of the Town's investment of \$150,000.</li> <li>Approved a partnership with the Lions Club for a pavilion at Cadzow Park</li> </ul>	Tie the Grand Trunk Trail to Milt Dunnell Park.		Continue investments in Cadzow Park as a family-oriented public space.	<ul style="list-style-type: none"> <li>Adopted a preferred park design which included long term construction of a minor amphitheatre at the Cadzow Park.</li> </ul>	
		Investigate Milt Dunnell Park ("The Flats") in terms of capacity to host cultural events, such as festivals, "gathering on the green", art exhibits, performances, etc.	<ul style="list-style-type: none"> <li>Worked with Car Show participants to re-direct the car show to Milt Dunnell Park.</li> </ul>	Investigate implementing a Forestry and Tree Management policy for the Town.	<ul style="list-style-type: none"> <li>Direction provided to staff to research and present a draft forestry policy to Council.</li> <li>Supported an "education first" approach to manage various issues impacting Sparling Bush.</li> </ul>			
		Re-profile Milt Dunnell Park as "the Central Park of St Marys"						
Waterways Integration	Part of a recreational master plan will involve and integrate the natural asset of the waterfront.	Ensure the RFP includes a request to provide a design for the waterfront, incorporating trails and signage so that it becomes a more celebratory public space.	<ul style="list-style-type: none"> <li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan contains key recommendations to advance this tactic.</li> </ul>	Create seamless linkages between the downtown and waterfront.		Incorporate the waterfront in the cultural life of the Town, including the prospect of tying it with recurring signature festivals.		<ul style="list-style-type: none"> <li>Utilization of wayfinding signage to assist with the integration of the waterfront into the downtown</li> </ul>
Year-Round Farmers and Artisans Market	In smaller communities, a Farmers Market plays a strong role in terms of identity, as well as promoting tourism to sample local fare and crafts.	Assess the infrastructure needs of creating a year-round, covered Farmers Market facility.		When venue selected, cost out all facility needs (electricity, maintenance, etc.).		Actively grow the market, design it for local residents (retention) and as an attraction (tourism).		
		Strike a sub-committee of Council and experts to appoint members of a Farmers Market Board	<ul style="list-style-type: none"> <li>Preliminary investigative discussions held with Farmer's Market</li> </ul>	Establish a reasonable vendor fee.				

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
			representatives re: relocation to Milt Dunnell Field. No interest at this point in time.					
				Actively market and promote in tourism literature.				
Develop a Comprehensive Granting Policy	Given limited financial resources, a granting policy will ensure that those seeking Town funds will be subject to a process that will assist Council in making key decisions on selecting granting priorities	Investigate best practices in grant policy standards, such as partnering with the Stratford Perth Community Foundation.		Ensure compliance with the granting policy on an ongoing basis.		Review the granting policy at least three to five years after implementation.		<ul style="list-style-type: none"> <li>Development of a draft community grant policy for implementation prior to the 2019 budget process.</li> </ul>
		Develop and formalize the new granting process for readiness in the next budget cycle.						
		Make a decision regarding the Town's future investment in the Canadian Baseball Hall of Fame.						

**Strategic Pillar 5: Economic Development**

Economic development is one of the essential keystones to growth and sustainability. A targeted approach in this area will ensure a beneficial mix that is realistically tailored to the strengths and needs of St Marys, with a view that *culture is an economic driver*. With the use of cultural mapping, this will facilitate outlining the process to implement municipal cultural planning including public art to economic development, from rejuvenating the downtown to offering practical ideas to save heritage properties, from integrating creative municipal concepts into the Official Plan (derived from the principles of the CRINK Economy - Creative, Innovative, Knowledge-Based).

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Downtown Revitalization Plan	Protecting St Marys' unique heritage assets while planning for growth in key sectors will require an integrated and balanced approach given its role as the iconic cultural centre of the community. The downtown should be perceived as a safe, central, and culturally vibrant gathering area. Ultimately, the transition will be to transform St Marys from a HERITAGE to a CULTURAL experience. In order to achieve this, evaluate the Heritage Conservation District Plan.	Make the downtown pedestrian-friendly through streetscape design.	<ul style="list-style-type: none"> <li>Streetscape designed to AODA standards for the 2016 reconstruction project.</li> <li>Invested in landscape design of Town Hall plaza to make it place for causal gathering.</li> <li>Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic.</li> </ul>	New development should conform to the existing heritage aesthetic as per either the Heritage Conservation District Plan or the new cultural initiatives approach.	<ul style="list-style-type: none"> <li>Sign by-law review undertaken to ensure that the heritage aesthetic of the core is maintained.</li> </ul>	Complete final phase of integration of waterfront with downtown core as per waterfront integration plan (below)		<ul style="list-style-type: none"> <li>Bike parking area planned for the west end of the downtown core near Water/Queen Intersection.</li> <li>Heritage conservation and the impact of new development to be reviewed and discussed through the Official Plan Review Process.</li> <li>Review space needs with the Stratford Police Service to determine if Tourism hub will be located in a downtown storefront OR at Town Hall.</li> <li>Review and research of a request from the St. Marys Farmers Market for additional public washrooms in the Downtown Core.</li> </ul>
		Offer incentives to new businesses to occupy vacant storefronts.	<ul style="list-style-type: none"> <li>Introduced the Heritage Tax Rebate program to incentivize commercial spaces, on the condition that the space is occupied.</li> </ul>	Transform alleyways into art/craft vendor areas.				
		Create the winning conditions to attract cultural/commercial enterprises into the core.		Investigate prospect of turning second story downtown space into rentals or studios (see Housing pillar).	<ul style="list-style-type: none"> <li>Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD</li> </ul>			
		Seasonally, rent storefront space in the core for Tourism and Economic Development Staff. There is demonstrated success in this approach.		Elevate heritage plaque program.				
		Promote local theatre and arts in the core by making an investment in space and programming.		Create a permanent tourism hub/office in central location.				
		Investigate options for incentivizing or enforcing standards for heritage properties after the review of the HCDP.	<ul style="list-style-type: none"> <li>Continued support of the Heritage Grant and Façade Improvement grants as tactics to incentivize building improvements within the HCD and core commercial district.</li> <li>Introduced the Heritage Tax Rebate program to incentivize</li> </ul>	Investigate opportunities to invest in space in the core to further promote and expand local arts, culture, and theatre.	<ul style="list-style-type: none"> <li>Supported the increased use of space at the VIA station for the "Station Gallery and Studios".</li> </ul>			

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
			occupied commercial and new residential spaces in the HCD.					
		Investigate the idea of providing allowances for accessibility changes to buildings under the Community Improvement Program (CIP).		Investigate the opportunity for new or improved access to public washrooms in the core.	<ul style="list-style-type: none"> <li>Supported budget funds for and additional portable washroom in the core.</li> <li>Opened the Town Hall public washroom for 24/7 access.</li> </ul>			
Business Attraction, Retention and Expansion Program	A key to growth is to ensure a vibrant and sustainable commercial sector. Economic development needs to rest on three pillars; beyond the traditional business attraction. It should also focus attention and resources to ensure both business retention and expansion.	Create a welcome wagon program for new businesses.		Launch pad/entrepreneur and small business support program.	<ul style="list-style-type: none"> <li>Local small business support is provided through the Stratford Perth Small Business Centre.</li> </ul>	Identify local business development mentors.		<ul style="list-style-type: none"> <li>As new or potential small business approach the Town we will streamline our approach to integrate the Small Business Centre into the process from the outset.</li> <li>Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration).</li> <li>Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.</li> </ul>
		Business-to-Business networking events	<ul style="list-style-type: none"> <li>St. Marys focused business networking event hosted in June 2017.</li> <li>Joint business networking event hosted with Perth South in October of 2017.</li> </ul>	Host an annual event to celebrate and thank local businesses for being in St. Marys; incorporate a keynote speaker, mini trade-show, refreshments, networking.	<ul style="list-style-type: none"> <li>Inaugural business celebration hosted in November 2016</li> </ul>	Create a shared service centre for new business and to support retention activities		
		Connect with local businesses through a Business Visitation Program (confidential meetings with businesses to discuss successes, challenges, issues, questions).	<ul style="list-style-type: none"> <li>Business Visitation program initiated and in progress.</li> <li>Monthly business and industry focused newsletter initiated.</li> <li>Provided support from the Town and through OMAFRA for the BIA strategic planning exercise.</li> </ul>	Youth & entrepreneur program.		Integrate new businesses in long term development plan		
		Celebrate local business		Use vacant space in the downtown for entrepreneurs				
		Participate in partnership projects regarding youth retention (i.e. OMAFRA Project).	<ul style="list-style-type: none"> <li>Re-constituted meetings of the Perth South/St. Marys Joint Economic Development committee with a key focus on youth initiatives.</li> <li>Partnership established with Perth South for the Perth4Youth youth based strategic plan project. Final report will identify barriers to attracting/retaining youth, and recommendations to overcome these.</li> </ul>	Explore turnkey operations and serviced commercial/industrial lands.				

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Website development.		Encourage existing businesses to optimize on their existing buildings/spaces.				
		Identify vacant spaces to host entrepreneurs and create an inventory.						
		Begin the process of downtown revitalization						
Industrial Strategy	<p>Industry has played - and continues to play - a key role in the life of the Town in providing employment and economic stability. Seeking new opportunities to attract small, medium, and large industry is in the Town's best interests as part of its growth strategy.</p> <p>Increased focused on industry retention as part of the overall strategy.</p>	Actively seek out new industrial partners.	<ul style="list-style-type: none"> <li>Acted in a support role to assist with the McLaughlin Group's purchase of the former Kraft-Heinz building. Have actively met with new and proposed tenants to help with their transition to St. Marys.</li> <li>Acted in a support role to assist Cascades with the development of their shipping expansion to the local facility.</li> </ul>	Align attraction, housing and other policies to support industrial strategy (a "no silos" approach).		Align industrial strategy with both positioning strategy and marketing/promotions plan.		<ul style="list-style-type: none"> <li>Creation a land inventory of available industrial and commercial lands in St. Marys.</li> <li>Creation of a "Welcome to St. Marys" package for new businesses.</li> </ul>
		Assess available industrial land with a view to zoning and development.				Ensure strategy is up-to-date with changing and new trends.		
		Build a retention plan, identify elements needed to ensure businesses and grow in the community.						
Incubators	Future industrial success will require the ability to create and grow local businesses as well as attracting new enterprises to the community	Research the possibility of introducing business incubator(s) as part of the industrial strategy, including potential partners, budget, utilizing existing facilities, governance model etc		If feasible, create a policy and budget to launch a municipal incubator. Develop a sectorial focus for its activities.				
Emphasize Culture as a Key Economic Driver for the Community	Take a lead role in developing a downtown location for a civic square. If possible, locate this near the river to take advantage of this natural amenity.	Establish a partnership with the Stratford Festival and other local theatre entities, and take a lead role in developing an increase theatre presence in the downtown core.		Provide an attractive and well-functioning streetscape in the downtown core.	<ul style="list-style-type: none"> <li>Streetscape designed to AODA standards for the 2016 reconstruction project.</li> <li>Invested in landscape design of Town Hall plaza to make it place for causal gathering.</li> <li>Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic.</li> </ul>	Ensure that marketing and promotion remains a key driver in future economic development strategies.		

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Update and maintain the Cultural Mapping plan to identify and assess all key amenities, spaces etc. that are important and significant to the community		Leverage the downtown architecture, in particular the alleyways, to enhance the cultural experience in the downtown core.		Look for ways to align economic development with other key strategic priorities adopting a "no silos" approach.		
Marketing and Promotion plan	Establish St Marys as an ideal setting for new businesses and tourism. Emphasize its quality of life as a means of encouraging residential growth.	Identify, as part of a marketing plan, exactly what are the key messages St Marys wants to share with the outside world, recognizing that it cannot be all things to all people. This needs to align with the economic development plan.	<ul style="list-style-type: none"> <li>Communication Plan adopted by Council on June 13, 2017.</li> </ul>	Develop and launch a new communications approach. Engage partners based on their ability to better deliver and align with components of the approach (i.e. county, neighbouring municipalities, community groups).		<p>Monitor and evaluate the effectiveness of this approach and adjust accordingly.</p> <p>Seek on-going partnerships to extend range and efficacy.</p>		<ul style="list-style-type: none"> <li>Implementation of Council's preferred communications strategies to be budgeted for in 2018.</li> <li>Development of tactics Positioning and Key Messages to be led by Economic Development portfolio.</li> <li>Creation of a Wayfinding Signage Strategy (RED Funded).</li> </ul>
Leadership and Collaboration	The Town has an opportunity to take on a leadership role in coordinating economic development activities across several actors whose efforts may be more suitably aligned.	Identify the key players in economic development by sector and host a meeting to determine and align economic development priorities.	<ul style="list-style-type: none"> <li>Partnerships initiated or developed with: Stratford Perth Chamber of Commerce, investStratford, Stratford Perth Small Business Centre, Perth County Economic Development and Tourism, Four Counties Labour Market Board, and municipal economic development peers.</li> <li>Re-constituted meetings of the Perth South/St. Marys Joint Economic Development committee with a key focus on youth initiatives.</li> </ul>	Review and measure economic development initiatives on a midterm basis.				<ul style="list-style-type: none"> <li>Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration).</li> <li>Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.</li> </ul>
		Investigate the best approach to coordinating economic development amongst the various stakeholders and established groups (e.g., EDAC, Chamber of Commerce, BIAs, etc.)	<ul style="list-style-type: none"> <li>St. Marys focused business networking event hosted in June 2017.</li> <li>Joint business networking event hosted with Perth South in October of 2017.</li> </ul>					
		Ensure suitable funds to assist in economic development efforts.						

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	

**Strategic Pillar 6: Housing**

The recent County labour market survey indicates an acute shortage of skilled workers, particularly in the “blue collar” and agricultural sectors. The one barrier to supplying that labour is housing options. There need to be housing options that are affordable, attainable, and even include rentals. This solution might also partially encourage youth and cultural practitioners to consider St Marys as the place to live, work, and play.

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Attainable and Mixed-Use Housing	In order to get the “right demographic mix” for St Marys, it will be essential to ensure housing stock is flexible and attractive for youth, workers, and immigrants, and persons of all abilities.	Identify in the Official Plan development areas that would be key growth areas among targeted demographics.	<ul style="list-style-type: none"> <li>Official Plan review in progress and scheduled for completion in the spring of 2018. This tactic to be reviewed by the Planning Advisory Committee and Council throughout the review.</li> </ul>	Address infrastructure needs to best ensure development capacity.	<ul style="list-style-type: none"> <li>Hard infrastructure forecasting completed as a part of the 2017 Development Charges Review.</li> <li>Recreation infrastructure forecasting completed as a part of the 2017 Recreation Master Plan. This includes forecasting amenities and strategies required for youth attraction and to accommodate the Town's aging population.</li> <li>2017 Capital Plan approved with an approximate \$8M spending on infrastructure renewal.</li> </ul>			<ul style="list-style-type: none"> <li>Study on best practices in policy approaches to encourage attainable housing pending from the Stratford Social Services Department. Will research and review these policy tools for recommendations to Council. As a part of the Official Plan Review.</li> <li>Zoning By-Law review planned for 2019.</li> </ul>
		Encourage businesses to convert second-storey spaces into rentals.	<ul style="list-style-type: none"> <li>Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD.</li> </ul>	Create direct municipal investments to assure that housing that is affordable is created in the community.				
		Investigate the prospect of medium density housing in the downtown and surrounding areas (infill and new development spaces: “building in and building up”).	<ul style="list-style-type: none"> <li>Met with the Conservation Authority to determine the possibility an options for increased residential development in the Downtown Core.</li> <li>Approved a number of infill development proposals throughout 2017.</li> </ul>					
Explore alternative forms of housing	To ensure affordability new forms of housing styles should be investigated, for example amongst millennials smaller "tiny houses" are becoming a popular alternative.	Review municipal policies to allow for non-traditional and alternative housing models, including accessible homes.		Align land use policy to encourage new housing types and approaches.		Assess the success of this initiative		
		In addition investigate environmentally sustainable housing types as a pilot.		Create a communication strategy for the community and as attraction, assuring buy-in for this approach.		Include this new approach to alternative housing in future marketing and promotion strategies.		
Seek public-private partnership models	New approach to housing may require a different	Investigate and develop a range of possible	<ul style="list-style-type: none"> <li>Study on best practices in policy</li> </ul>	Establish policy and budget parameters to		Launch a pilot build.		

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
	form of initial financial investment to get established.	approaches to launch a renewed housing strategy, designed to meet the current affordability and demographic challenges	approaches to encourage attainable housing underway by the Stratford Social Services Department.	enable new approaches to meeting the housing affordability challenges based on research findings. Seek partnerships from other levels of government to realize this action.		Evaluate its success and plan accordingly for future activities.		
Prioritize Town-Owned Property Assets	Given the large number of Town-owned lands and properties, funding for many of the other initiatives in this revised Strategic Plan may require the sale or lease of these assets.	Develop a short-list of essential versus non-essential Town-owned assets and make key decisions about their future.						
		Explore options for those assets deemed non-essential (sale, lease, partnerships, etc.).	<ul style="list-style-type: none"> <li>Divested 121 Ontario Street (West Ward School) for the purposes of residential development (rentals).</li> </ul>					