



AGENDA
Strategic Priorities Committee

November 21, 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

RECOMMENDATION

THAT November 21, 2017 Strategic Priorities Committee agenda be accepted as presented.

4. DELEGATIONS AND PRESENTATIONS

5. STRATEGIC PRIORITIES REVIEW

5.1 PW 59-2017 Water and Wastewater Rate Evaluations

3

RECOMMENDATION

THAT Report PW 59-2017 Water and Wastewater Rate Evaluations be received for discussion.

5.2 DEV 36-2017 Sign By-law Update

24

RECOMMENDATION

THAT DEV 36-2017 Sign By-law Update be received for discussion; and,

THAT the Strategic Priorities Committee direct Staff to revise By-Law 33-2005, a by-law to prohibit and regulate signs and other advertising devices and the posting of notices on buildings or vacant lots within the Town of St. Marys.

RECOMMENDATION

THAT report CAO 42-2017 regarding 2018 strategic priorities be received for discussion and direction to staff.

6. NEXT MEETING

December 5, 2017 - 9:00am, Municipal Operations Centre

- 2018 Budget Review

7. ADJOURNMENT

Resolution

THAT this meeting of the Strategic Priorities Committee adjourn at _____ pm.

FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Dave Blake, Environmental Services Supervisor
Date of Meeting:	21 November 2017
Subject:	PW 59-2017 Water and Wastewater Rate Evaluations

PURPOSE

This report presents information to the Strategic Priorities Committee for review and discussion in regards to water and wastewater rates for the Town of St. Marys. The Committee is asked to consider the rate options presented for discussion and direct staff on water and wastewater rates to be applied in 2018 and beyond.

RECOMMENDATION

THAT Report PW 59-2017 Water and Wastewater Rate Evaluations be received for discussion.

BACKGROUND

In October 2014, Council approved By-Law 46-2014 which governs water, wastewater and stormwater within the Town of St. Marys. As part of the By-Law, a five (5) year rate plan was incorporated into Schedule "A". At the request of Council, rates for water and wastewater were to be reviewed and approved annually for the subsequent years.

This report provides a review of the rate structure detailed within the By-Law, as amended; presents multiple rate options and scenarios for discussions; and details staff recommendations for the water and wastewater rates for 2018.

REPORT

Both Water and Wastewater within the Town have individual rate structures and represent different departments. As such, rates for both water and wastewater need to be reviewed and subsequently approved by Council.

Assumptions:

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

- The volume of water used and, subsequently, the volume of wastewater to be treated will remain constant over the review period. Increases in usage from new customers or from new builds will be off-set by conservation activities within the Town and through existing customers.
- The amount of customers utilizing the system would increase by 35 units each year to coincide with the approximate number of new builds historically experienced within the Town.
- Customers will remain in the tiered rates as presently experienced. No assumptions were made to increase high water user consumption, nor reductions in water use.

Water & Wastewater Rate Options:

In 2014, the Town was required to update the financial plan for the water system as per Ontario Regulation 453/07. The drinking water financial plan was completed by B.M. Ross and Associates Limited (BM Ross) which covered a 10 year period from 2014 through 2024. The financial plan identified rate increases over the period of the financial plan to move towards full system sustainability. The financial plan identified rate increases of 3% from 2014 through 2018 and then 2% annually thereafter.

Through 2016 and into 2017, Town Staff developed a comprehensive capital assessment related to wastewater. This assessment included ongoing operations and maintenance, major maintenance or replacement items and ultimately expansion requirements. This assessment has been utilized to assist in guiding the wastewater system for capital needs, and developing financial projections.

The following options have been presented for discussion with regards to water and wastewater rates, ranging from 0-10% annually, and the financial assessment for each.

Option No. 1 – 0% Increase:

In Option No. 1 a zero (0) percent increase is presented for consideration.

Please refer to [Attachment A1](#) for full financial projections related to this option for Water.

Please refer to [Attachment B1](#) for full financial projections related to this option for Wastewater.

In 2017, a 3% increase was administered to water rates and a 7% increase was administered for wastewater rates. This option is presented as a baseline for consideration, also known as the “Do Nothing” approach.

Over the five year review period, both water and wastewater projections show negative growth related to reserves when comparing the 2022 balance to the 2017 opening balance. This occurs as capital requirements and operations and maintenance costs increase.

For water, the comparison is a 2017 opening balance of \$1,730,542.00 in 2017 compared to the closing balance of \$1,122,261.50 in 2022.

For wastewater, the comparison is a 2017 opening balance of \$508,947.00 in 2017 compared to the closing balance of \$-453,263.02 in 2022.

Option No. 2 – 1.9% Increase:

In Option No. 2, a 1.9% increase is presented for consideration.

Please refer to [Attachment A2](#) for full financial projections related to this option for Water.

Please refer to [Attachment B2](#) for full financial projections related to this option for Wastewater.

This option is presented and represents the “Consumer Price Index” (CPI) increase on an annual basis. With this Option, the rates would increase annually in relation to CPI and would help to keep pace with inflation costs related to ongoing system operations. This Option would see rates gradually increase each year, lessening the impact to customers while allowing some financial stability and assurance.

Over the five year review period, both water and wastewater projections show slightly negative growth related to reserves when comparing the 2022 balance to the 2017 opening balance. This occurs as capital requirements and operations and maintenance costs increase while contributions slightly lag behind.

For water, the comparison is a 2017 opening balance of \$1,730,542.00 in 2017 compared to the closing balance of \$1,585,446.33 in 2022.

For wastewater, the comparison is a 2017 opening balance of \$508,947.00 in 2017 compared to the closing balance of \$10,420.79 in 2022.

Option No. 3 – 3% Increase:

In Option No. 3, a 3% increase is presented for consideration.

Please refer to [Attachment A3](#) for full financial projections related to this option for Water.

Please refer to [Attachment B3](#) for full financial projections related to this option for Wastewater.

This option follows the Town's current Drinking Water Financial Plan which recommends 3% annual increases from 2014-2017/18 and then a potential 2% increase thereafter.

This option allows the system to grow reserves at a slightly quicker pace than prior options while continuing to move the system to financial sustainability. This option presents a lower increase to wastewater than has been administered over the last few years and limits the wastewater systems ability to self-fund planned or future capital works.

Over the five year review period, water and wastewater projections show slightly different growth scenarios when comparing the 2022 balance to the 2017 opening balance. Water shows a slight increase in reserves over the planning period whereas wastewater shows slightly negative growth related to the reserve as capital requirements and operations and maintenance costs increase.

For water, the comparison is a 2017 opening balance of \$1,730,542.00 in 2017 compared to the closing balance of \$1,861,517.14 in 2022.

For wastewater, the comparison is a 2017 opening balance of \$508,947.00 in 2017 compared to the closing balance of \$286,798.25 in 2022.

Option No. 4 – 5% Increase:

In Option No. 4, a 5% increase is presented for consideration.

Please refer to [Attachment A4](#) for full financial projections related to this option for Water.

Please refer to [Attachment B4](#) for full financial projections related to this option for Wastewater.

This option takes a slightly more aggressive approach to increase revenues for the water and wastewater system to assist in cost recovery and capital works. With this option, rates would increase at a quicker pace which would allow the system to grow reserves, while also creating more options for debenture financing related to capital works.

Water Reserves would grow to an excess of \$2.3 million by the end of the planning period, with this option presenting increases greater than the current financial plan suggests. With regards to wastewater, a reserve fund would be created for the system while also being in a position to fund large capital works related to inlet works, grit removal and odour control upgrades, with a closing balance of \$804,129.32 in 2022.

Option No. 5 – 10% Increase:

Option No. 5 presents a 10% increase for consideration.

Please refer to [Attachment A5](#) for full financial projections related to this option for Water.

Please refer to [Attachment B5](#) for full financial projections related to this option for Wastewater.

This option takes a very aggressive approach to revenue generation, reserve building and debenture financing. Water Reserves would be slightly less than \$4 million by the end of the planning period, with this option representing a much more aggressive option than suggested through the current water system financial plan. With regards to wastewater, reserve funds are projected to increase quickly past 2020 to a closing balance of \$2,179,745.15, while also covering large expenses in 2018/2019 related to inlet works, grit removal and odour control upgrades.

Impacts to Users:

The above detailed options for rate increases would have a varying impact to users of the system, depending on which option is recommended for both water and wastewater systems, as well as which tier the user is billed from.

Staff have not formally reached out to local system users (i.e. industry) regarding the proposed rate increase(s). Town staff completed a consultation activities with industry for 2016 rates, which contained a 5-year projection. As the rate options, and ultimately the recommended rates (See below) do not significantly differ from those presented during the last consultation, an additional round of consultation has not been undertaken at this time.

Please refer to Attachment C for a detailed breakdown of the impacts to users based on the options selected, and the billing tier.

Municipal Comparisons:

In an effort to assess the above potential rate increases, Staff have attempted to compare how the Town's existing, and potential rate options compare to other local municipalities. The Municipal comparison is completed using publically available information related to various water and wastewater rates from the area and comparing those rates against the Town of St. Marys average usage per tier.

Unfortunately, municipalities have different billing cycles, so in an effort to compare as close to "apples to apples" as possible, a one (1) month billing cycle was used, with a base rate and consumption rate adjusted accordingly.

In an effort to assist in the municipal comparison, graphical representations have been developed in Attachment D. Tier 1 users for both water and wastewater show current rates are slightly less than the average from the comparison group with the position to the average value changing based on the proposed option for each. For instance, Tier 1 water would see options 2, 3, 4 and 5 shift to the high side of the comparison average whereas Tier 1 Wastewater remains less than average for options 1, 2,3 and 4. Tier II, which lowers consumption prices for water would see less than average comparisons for all but Option 5 and all five (5) wastewater options would remain below the comparison average. For Tier III rates, all options for both water and wastewater remain below the comparison average.

Please refer to Attachment D for a detailed water and wastewater rate comparison.

SUMMARY

The purpose of this report has been to present information for the Strategic Priority Committee to review and discuss regarding water and wastewater rates administered at the Town of St. Marys. Several options have been presented to facilitate discussion regarding future rates. The rates proposed would be effective for the first billing cycle in January 2018. Should a rate increase be desired, but not implemented until later in 2018, a larger increase would be required as to cover revenue not collected until an increase was implemented.

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 both water and wastewater rates.

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

1. Should Staff be increasing water and wastewater rates to provide greater financial stability?
2. If yes, should rates be increased slowly, moderately or aggressive per system, and if so, what is a desired increase for each system?
3. Should staff be looking for rate approvals for multiple years, or annual approvals of rates?

Based on the information presented herein, Staff recommends that water rates be increased in accordance to the Town's current financial plan for the water system at 3% for 2018. The Financial

Plan identifies that at the recommended increases, the water system could be within 4% of sustainability by 2024. However, revenue losses sustained by the closure of the Kraft-Heinz plant will be difficult to replace. In accordance with Ontario Regulation 453/07, Financial Plans must cover a period of at least six-years. The Town's Financial Plan should be updated in 2018 to maintain a 6-year projection moving forward, as which time revenue needs would be reviewed.

With regards to wastewater rates, staff recommends a slightly larger increase of 5% for 2018 which would see a continued reserve for the wastewater system moving forward, with reserves trending up by the end of the planning period. Historically, the wastewater system has not operated with much, or any of a reserve. As capital, operational and maintenance costs increase, the need for a reserve fund will be more significant to handle equipment repairs or replacements, facility improvements, etc.

FINANCIAL IMPLICATIONS

None at this time.

Depending on which option(s) is recommended for adoption, will have an impact on both the Utility operations as well as the customers whom utilize the utilities.

STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
- Pillar #1 – Infrastructure, Developing a Comprehensive and Progressive Infrastructure Plan:
 - Outcome: 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.
 - Tactic(s): 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 present significant service level improvements.
 - Tactic(s): 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 each year (either in actual spending, or put into reserve).
- Pillar #1 – Infrastructure, Water Reservoir Storage:
 - Outcome: If the goal is to achieve a population target of 8,000 residents by 2026/2027, (annual growth rate of 1.5%, doubling current rate), both access to potable water and fire protection needs would be best served by addressing this issue.
 - Tactic(s): Plan for an updated reservoir. Include its development in the community's capital and financial plan. As an interim measure, promote effective water conservation.
 - Tactic(s): Commence work on an updated water reservoir to meet provincial standards.
- Pillar #1 – Infrastructure, Granting Readiness::
 - Outcome: 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.
 - Tactic(s): 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.
- 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 A - Water System Financial Assessments

- A1 – Water, 0% Increase
- A2 – Water, 1.9% Increase
- A3 – Water, 3% Increase
- A4 – Water, 5% Increase
- A5 – Water, 10% Increase

Attachment B - Wastewater System Financial Assessments

- B1 – Wastewater, 0% Increase
- B2 – Wastewater, 1.9% Increase
- B3 – Wastewater, 3% Increase
- B4 – Wastewater, 5% Increase
- B5 – Wastewater, 10% Increase

Attachment C - Impacts to Users

Attachment D - Municipal Comparisons – Water and Wastewater

REVIEWED BY

Recommended by the Department

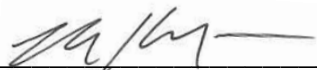


Dave Blake, C.E.T.
Environmental Services Supervisor



Jed Kelly
Director of Public Works

Recommended by the CAO



Brent Kittmer
CAO / Clerk

WATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Initial Service Revenue - Water Sales	\$ 1,525,747.67	\$ 1,578,899.74	\$ 1,584,863.74	\$ 1,590,827.74	\$ 1,596,791.74	\$ 1,602,755.74
1a	Proposed Rate Adjustment	3%	0%	0%	0%	0%	0%
1b	Additional Revenue from Rate Adjustment	\$ 45,772.43	\$ -	\$ -	\$ -	\$ -	\$ -
1c	Proposed Service Revenue - Water Sales	\$ 1,571,520.10	\$ 1,578,899.74	\$ 1,584,863.74	\$ 1,590,827.74	\$ 1,596,791.74	\$ 1,602,755.74
2	Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Total Operating Revenue	\$ 1,571,520.10	\$ 1,578,899.74	\$ 1,584,863.74	\$ 1,590,827.74	\$ 1,596,791.74	\$ 1,602,755.74
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,571,520.10	\$ 1,578,899.74	\$ 1,584,863.74	\$ 1,590,827.74	\$ 1,596,791.74	\$ 1,602,755.74
9	Total O&M Expenses	\$ 1,219,139.00	\$ 1,068,031.60	\$ 1,339,002.92	\$ 1,312,568.18	\$ 1,302,618.32	\$ 1,316,579.28
10	Subtotal: Net Operating Income	\$ 352,381.10	\$ 510,868.14	\$ 245,860.82	\$ 278,259.56	\$ 294,173.42	\$ 286,176.46
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 220,513.00	\$ 90,737.00	\$ 90,737.00	\$ 46,159.00	\$ 9,707.00	\$ 5,252.90
12	Debt Service - New	\$ -	\$ -	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00
13	Total Debt Service	\$ 220,513.00	\$ 90,737.00	\$ 323,905.00	\$ 279,327.00	\$ 242,875.00	\$ 238,420.90
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
14c	Total Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (361,618.90)	\$ (569,131.86)	\$ (353,139.18)	\$ 185,259.56	\$ 254,173.42	\$ 236,176.46
16	PLUS: Opening Cash Balance	\$ 1,730,542.00	\$ 1,368,923.10	\$ 799,791.24	\$ 446,652.06	\$ 631,911.62	\$ 886,085.04
17	Ending Cash Balance (Before Reserves)	\$ 1,368,923.10	\$ 799,791.24	\$ 446,652.06	\$ 631,911.62	\$ 886,085.04	\$ 1,122,261.50
RESERVES							
18	Dedicated Water System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 1,368,923.10	\$ 799,791.24	\$ 446,652.06	\$ 631,911.62	\$ 886,085.04	\$ 1,122,261.50
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	1.12	0.75	0.33	0.48	0.68	0.85
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	1.60	5.63	0.76	1.00	1.21	1.20

WATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	576496	576496	576496	576496	576496	576496
24	Number of Meters	2906	2941	2976	3011	3046	3081
25	Base Rate	\$ 14.20	\$ 14.20	\$ 14.20	\$ 14.20	\$ 14.20	\$ 14.20
26	Usage Rate per m3	\$ 1.50	\$ 1.50	\$ 1.50	\$ 1.50	\$ 1.50	\$ 1.50
27	Fixed Revenue	\$ 495,182.40	\$ 501,146.40	\$ 507,110.40	\$ 513,074.40	\$ 519,038.40	\$ 525,002.40
28	Variable Revenue	\$ 864,744.00	\$ 864,744.00	\$ 864,744.00	\$ 864,744.00	\$ 864,744.00	\$ 864,744.00
29	Total Revenue - Tier 1	\$ 1,359,926.40	\$ 1,365,890.40	\$ 1,371,854.40	\$ 1,377,818.40	\$ 1,383,782.40	\$ 1,389,746.40

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	16058	16058	16058	16058	16058	16058
31	Number of Meters	9	9	9	9	9	9
32	Base Rate	\$ 54.64	\$ 54.64	\$ 54.64	\$ 54.64	\$ 54.64	\$ 54.64
33	Usage Rate per m3	\$ 1.37	\$ 1.37	\$ 1.37	\$ 1.37	\$ 1.37	\$ 1.37
34	Fixed Revenue	\$ 5,901.12	\$ 5,901.12	\$ 5,901.12	\$ 5,901.12	\$ 5,901.12	\$ 5,901.12
35	Variable Revenue	\$ 21,999.46	\$ 21,999.46	\$ 21,999.46	\$ 21,999.46	\$ 21,999.46	\$ 21,999.46
36	Total Revenue - Tier 2	\$ 27,900.58	\$ 27,900.58	\$ 27,900.58	\$ 27,900.58	\$ 27,900.58	\$ 27,900.58

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	145764	145764	145764	145764	145764	145764
38	Number of Meters	10	10	10	10	10	10
39	Base Rate	\$ 218.55	\$ 218.55	\$ 218.55	\$ 218.55	\$ 218.55	\$ 218.55
40	Usage Rate per m3	\$ 1.09	\$ 1.09	\$ 1.09	\$ 1.09	\$ 1.09	\$ 1.09
41	Fixed Revenue	\$ 26,226.00	\$ 26,226.00	\$ 26,226.00	\$ 26,226.00	\$ 26,226.00	\$ 26,226.00
42	Variable Revenue	\$ 158,882.76	\$ 158,882.76	\$ 158,882.76	\$ 158,882.76	\$ 158,882.76	\$ 158,882.76
43	Total Revenue - Tier 3	\$ 185,108.76	\$ 185,108.76	\$ 185,108.76	\$ 185,108.76	\$ 185,108.76	\$ 185,108.76
44	Total Projected Revenue - Sales	\$ 1,572,935.74	\$ 1,578,899.74	\$ 1,584,863.74	\$ 1,590,827.74	\$ 1,596,791.74	\$ 1,602,755.74

WATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Initial Service Revenue - Water Sales	\$ 1,525,747.67	\$ 1,578,329.76	\$ 1,614,393.14	\$ 1,651,257.16	\$ 1,688,939.22	\$ 1,727,457.09
1a	Proposed Rate Adjustment	3%	2%	2%	2%	2%	2%
1b	Additional Revenue from Rate Adjustment	\$ 45,772.43	\$ 29,988.27	\$ 30,673.47	\$ 31,373.89	\$ 32,089.85	\$ 32,821.68
1c	Proposed Service Revenue - Water Sales	\$ 1,571,520.10	\$ 1,608,318.02	\$ 1,645,066.61	\$ 1,682,631.05	\$ 1,721,029.06	\$ 1,760,278.77
2	Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Total Operating Revenue	\$ 1,571,520.10	\$ 1,608,318.02	\$ 1,645,066.61	\$ 1,682,631.05	\$ 1,721,029.06	\$ 1,760,278.77
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,571,520.10	\$ 1,608,318.02	\$ 1,645,066.61	\$ 1,682,631.05	\$ 1,721,029.06	\$ 1,760,278.77
9	Total O&M Expenses	\$ 1,219,139.00	\$ 1,068,031.60	\$ 1,339,002.92	\$ 1,312,568.18	\$ 1,302,618.32	\$ 1,316,579.28
10	Subtotal: Net Operating Income	\$ 352,381.10	\$ 540,286.42	\$ 306,063.69	\$ 370,062.87	\$ 418,410.74	\$ 443,699.50
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 220,513.00	\$ 90,737.00	\$ 90,737.00	\$ 46,159.00	\$ 9,707.00	\$ 5,252.90
12	Debt Service - New	\$ -	\$ -	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00
13	Total Debt Service	\$ 220,513.00	\$ 90,737.00	\$ 323,905.00	\$ 279,327.00	\$ 242,875.00	\$ 238,420.90
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
14c	Total Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (361,618.90)	\$ (539,713.58)	\$ (292,936.31)	\$ 277,062.87	\$ 378,410.74	\$ 393,699.50
16	PLUS: Opening Cash Balance	\$ 1,730,542.00	\$ 1,368,923.10	\$ 829,209.52	\$ 536,273.21	\$ 813,336.09	\$ 1,191,746.83
17	Ending Cash Balance (Before Reserves)	\$ 1,368,923.10	\$ 829,209.52	\$ 536,273.21	\$ 813,336.09	\$ 1,191,746.83	\$ 1,585,446.33
RESERVES							
18	Dedicated Water System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 1,368,923.10	\$ 829,209.52	\$ 536,273.21	\$ 813,336.09	\$ 1,191,746.83	\$ 1,585,446.33
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	1.12	0.78	0.40	0.62	0.91	1.20
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	1.60	5.95	0.94	1.32	1.72	1.86

WATER SYSTEM RATE SCALE DETERMINATION

Tier 1: 0-250 cubic metres							
23	Estimated Consumption (m3)	576496	576496	576496	576496	576496	576496
24	Number of Meters	2906	2941	2976	3011	3046	3081
25	Base Rate	\$ 14.20	\$ 14.47	\$ 14.74	\$ 15.02	\$ 15.31	\$ 15.60
26	Usage Rate per m3	\$ 1.50	\$ 1.53	\$ 1.56	\$ 1.59	\$ 1.62	\$ 1.65
27	Fixed Revenue	\$ 495,182.40	\$ 510,668.18	\$ 526,563.66	\$ 542,878.82	\$ 559,623.86	\$ 576,809.24
28	Variable Revenue	\$ 864,744.00	\$ 881,174.14	\$ 897,916.44	\$ 914,976.86	\$ 932,361.42	\$ 950,076.28
29	Total Revenue - Tier 1	\$ 1,359,926.40	\$ 1,391,842.32	\$ 1,424,480.11	\$ 1,457,855.68	\$ 1,491,985.28	\$ 1,526,885.52
Tier 2: 251-750 cubic metres							
30	Estimated Consumption (m3)	16058	16058	16058	16058	16058	16058
31	Number of Meters	9	9	9	9	9	9
32	Base Rate	\$ 54.64	\$ 55.68	\$ 56.74	\$ 57.81	\$ 58.91	\$ 60.03
33	Usage Rate per m3	\$ 1.37	\$ 1.40	\$ 1.42	\$ 1.45	\$ 1.48	\$ 1.51
34	Fixed Revenue	\$ 5,901.12	\$ 6,013.24	\$ 6,127.49	\$ 6,243.92	\$ 6,362.55	\$ 6,483.44
35	Variable Revenue	\$ 21,999.46	\$ 22,417.45	\$ 22,843.38	\$ 23,277.41	\$ 23,719.68	\$ 24,170.35
36	Total Revenue - Tier 2	\$ 27,900.58	\$ 28,430.69	\$ 28,970.87	\$ 29,521.32	\$ 30,082.23	\$ 30,653.79
Tier 3: 750 Cubic Metres +							
37	Estimated Consumption (m3)	145764	145764	145764	145764	145764	145764
38	Number of Meters	10	10	10	10	10	10
39	Base Rate	\$ 218.55	\$ 222.70	\$ 226.93	\$ 231.25	\$ 235.64	\$ 240.12
40	Usage Rate per m3	\$ 1.09	\$ 1.11	\$ 1.13	\$ 1.15	\$ 1.18	\$ 1.20
41	Fixed Revenue	\$ 26,226.00	\$ 26,724.29	\$ 27,232.06	\$ 27,749.46	\$ 28,276.70	\$ 28,813.96
42	Variable Revenue	\$ 158,882.76	\$ 161,901.53	\$ 164,977.66	\$ 168,112.24	\$ 171,306.37	\$ 174,561.19
43	Total Revenue - Tier 3	\$ 185,108.76	\$ 188,625.83	\$ 192,209.72	\$ 195,861.70	\$ 199,583.07	\$ 203,375.15
44	Total Projected Revenue - Sales	\$ 1,572,935.74	\$ 1,608,898.84	\$ 1,645,660.70	\$ 1,683,238.70	\$ 1,721,650.58	\$ 1,760,914.46

WATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Initial Service Revenue - Water Sales	\$ 1,525,747.67	\$ 1,577,478.73	\$ 1,630,940.48	\$ 1,686,190.21	\$ 1,743,287.08	\$ 1,802,292.18
1a	Proposed Rate Adjustment	3%	3%	3%	3%	3%	3%
1b	Additional Revenue from Rate Adjustment	\$ 45,772.43	\$ 47,324.36	\$ 48,928.21	\$ 50,585.71	\$ 52,298.61	\$ 54,068.77
1c	Proposed Service Revenue - Water Sales	\$ 1,571,520.10	\$ 1,624,803.09	\$ 1,679,868.70	\$ 1,736,775.92	\$ 1,795,585.69	\$ 1,856,360.95
2	Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Total Operating Revenue	\$ 1,571,520.10	\$ 1,624,803.09	\$ 1,679,868.70	\$ 1,736,775.92	\$ 1,795,585.69	\$ 1,856,360.95
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,571,520.10	\$ 1,624,803.09	\$ 1,679,868.70	\$ 1,736,775.92	\$ 1,795,585.69	\$ 1,856,360.95
9	Total O&M Expenses	\$ 1,219,139.00	\$ 1,068,031.60	\$ 1,339,002.92	\$ 1,312,568.18	\$ 1,302,618.32	\$ 1,316,579.28
10	Subtotal: Net Operating Income	\$ 352,381.10	\$ 556,771.49	\$ 340,865.78	\$ 424,207.74	\$ 492,967.37	\$ 539,781.67
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 220,513.00	\$ 90,737.00	\$ 90,737.00	\$ 46,159.00	\$ 9,707.00	\$ 5,252.90
12	Debt Service - New	\$ -	\$ -	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00
13	Total Debt Service	\$ 220,513.00	\$ 90,737.00	\$ 323,905.00	\$ 279,327.00	\$ 242,875.00	\$ 238,420.90
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
14c	Total Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (361,618.90)	\$ (523,228.51)	\$ (258,134.22)	\$ 331,207.74	\$ 452,967.37	\$ 489,781.67
16	PLUS: Opening Cash Balance	\$ 1,730,542.00	\$ 1,368,923.10	\$ 845,694.59	\$ 587,560.37	\$ 918,768.11	\$ 1,371,735.47
17	Ending Cash Balance (Before Reserves)	\$ 1,368,923.10	\$ 845,694.59	\$ 587,560.37	\$ 918,768.11	\$ 1,371,735.47	\$ 1,861,517.14
RESERVES							
18	Dedicated Water System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 1,368,923.10	\$ 845,694.59	\$ 587,560.37	\$ 918,768.11	\$ 1,371,735.47	\$ 1,861,517.14
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	1.12	0.79	0.44	0.70	1.05	1.41
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	1.60	6.14	1.05	1.52	2.03	2.26

WATER SYSTEM RATE SCALE DETERMINATION

Tier 1: 0-250 cubic metres							
23	Estimated Consumption (m3)	576496	576496	576496	576496	576496	576496
24	Number of Meters	2906	2941	2976	3011	3046	3081
25	Base Rate	\$ 14.20	\$ 14.63	\$ 15.06	\$ 15.52	\$ 15.98	\$ 16.46
26	Usage Rate per m3	\$ 1.50	\$ 1.55	\$ 1.59	\$ 1.64	\$ 1.69	\$ 1.74
27	Fixed Revenue	\$ 495,182.40	\$ 516,180.79	\$ 537,993.42	\$ 560,650.25	\$ 584,182.29	\$ 608,621.67
28	Variable Revenue	\$ 864,744.00	\$ 890,686.32	\$ 917,406.91	\$ 944,929.12	\$ 973,276.99	\$ 1,002,475.30
29	Total Revenue - Tier 1	\$ 1,359,926.40	\$ 1,406,867.11	\$ 1,455,400.33	\$ 1,505,579.37	\$ 1,557,459.28	\$ 1,611,096.97
Tier 2: 251-750 cubic metres							
30	Estimated Consumption (m3)	16058	16058	16058	16058	16058	16058
31	Number of Meters	9	9	9	9	9	9
32	Base Rate	\$ 54.64	\$ 56.28	\$ 57.97	\$ 59.71	\$ 61.50	\$ 63.34
33	Usage Rate per m3	\$ 1.37	\$ 1.41	\$ 1.45	\$ 1.50	\$ 1.54	\$ 1.59
34	Fixed Revenue	\$ 5,901.12	\$ 6,078.15	\$ 6,260.50	\$ 6,448.31	\$ 6,641.76	\$ 6,841.02
35	Variable Revenue	\$ 21,999.46	\$ 22,659.44	\$ 23,339.23	\$ 24,039.40	\$ 24,760.59	\$ 25,503.40
36	Total Revenue - Tier 2	\$ 27,900.58	\$ 28,737.60	\$ 29,599.73	\$ 30,487.72	\$ 31,402.35	\$ 32,344.42
Tier 3: 750 Cubic Metres +							
37	Estimated Consumption (m3)	145764	145764	145764	145764	145764	145764
38	Number of Meters	10	10	10	10	10	10
39	Base Rate	\$ 218.55	\$ 225.11	\$ 231.86	\$ 238.82	\$ 245.98	\$ 253.36
40	Usage Rate per m3	\$ 1.09	\$ 1.12	\$ 1.16	\$ 1.19	\$ 1.23	\$ 1.26
41	Fixed Revenue	\$ 26,226.00	\$ 27,012.78	\$ 27,823.16	\$ 28,657.86	\$ 29,517.59	\$ 30,403.12
42	Variable Revenue	\$ 158,882.76	\$ 163,649.24	\$ 168,558.72	\$ 173,615.48	\$ 178,823.95	\$ 184,188.66
43	Total Revenue - Tier 3	\$ 185,108.76	\$ 190,662.02	\$ 196,381.88	\$ 202,273.34	\$ 208,341.54	\$ 214,591.79
44	Total Projected Revenue - Sales	\$ 1,572,935.74	\$ 1,626,266.73	\$ 1,681,381.94	\$ 1,738,340.42	\$ 1,797,203.17	\$ 1,858,033.18

WATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Initial Service Revenue - Water Sales	\$ 1,525,747.67	\$ 1,574,952.49	\$ 1,659,946.66	\$ 1,749,502.86	\$ 1,843,864.82	\$ 1,943,289.22
1a	Proposed Rate Adjustment	3%	5%	5%	5%	5%	5%
1b	Additional Revenue from Rate Adjustment	\$ 45,772.43	\$ 78,747.62	\$ 82,997.33	\$ 87,475.14	\$ 92,193.24	\$ 97,164.46
1c	Proposed Service Revenue - Water Sales	\$ 1,571,520.10	\$ 1,653,700.12	\$ 1,742,943.99	\$ 1,836,978.01	\$ 1,936,058.06	\$ 2,040,453.68
2	Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Total Operating Revenue	\$ 1,571,520.10	\$ 1,653,700.12	\$ 1,742,943.99	\$ 1,836,978.01	\$ 1,936,058.06	\$ 2,040,453.68
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,571,520.10	\$ 1,653,700.12	\$ 1,742,943.99	\$ 1,836,978.01	\$ 1,936,058.06	\$ 2,040,453.68
9	Total O&M Expenses	\$ 1,219,139.00	\$ 1,068,031.60	\$ 1,339,002.92	\$ 1,312,568.18	\$ 1,302,618.32	\$ 1,316,579.28
10	Subtotal: Net Operating Income	\$ 352,381.10	\$ 585,668.52	\$ 403,941.07	\$ 524,409.83	\$ 633,439.74	\$ 723,874.40
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 220,513.00	\$ 90,737.00	\$ 90,737.00	\$ 46,159.00	\$ 9,707.00	\$ 5,252.90
12	Debt Service - New	\$ -	\$ -	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00
13	Total Debt Service	\$ 220,513.00	\$ 90,737.00	\$ 323,905.00	\$ 279,327.00	\$ 242,875.00	\$ 238,420.90
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
14c	Total Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (361,618.90)	\$ (494,331.48)	\$ (195,058.93)	\$ 431,409.83	\$ 593,439.74	\$ 673,874.40
16	PLUS: Opening Cash Balance	\$ 1,730,542.00	\$ 1,368,923.10	\$ 874,591.61	\$ 679,532.69	\$ 1,110,942.51	\$ 1,704,382.26
17	Ending Cash Balance (Before Reserves)	\$ 1,368,923.10	\$ 874,591.61	\$ 679,532.69	\$ 1,110,942.51	\$ 1,704,382.26	\$ 2,378,256.66
RESERVES							
18	Dedicated Water System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 1,368,923.10	\$ 874,591.61	\$ 679,532.69	\$ 1,110,942.51	\$ 1,704,382.26	\$ 2,378,256.66
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	1.12	0.82	0.51	0.85	1.31	1.81
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	1.60	6.45	1.25	1.88	2.61	3.04

WATER SYSTEM RATE SCALE DETERMINATION

Tier 1: 0-250 cubic metres							
23	Estimated Consumption (m3)	576496	576496	576496	576496	576496	576496
24	Number of Meters	2906	2941	2976	3011	3046	3081
25	Base Rate	\$ 14.20	\$ 14.91	\$ 15.66	\$ 16.44	\$ 17.26	\$ 18.12
26	Usage Rate per m3	\$ 1.50	\$ 1.58	\$ 1.65	\$ 1.74	\$ 1.82	\$ 1.91
27	Fixed Revenue	\$ 495,182.40	\$ 526,203.72	\$ 559,089.22	\$ 593,947.75	\$ 630,894.42	\$ 670,050.88
28	Variable Revenue	\$ 864,744.00	\$ 907,981.20	\$ 953,380.26	\$ 1,001,049.27	\$ 1,051,101.74	\$ 1,103,656.82
29	Total Revenue - Tier 1	\$ 1,359,926.40	\$ 1,434,184.92	\$ 1,512,469.48	\$ 1,594,997.03	\$ 1,681,996.16	\$ 1,773,707.71
Tier 2: 251-750 cubic metres							
30	Estimated Consumption (m3)	16058	16058	16058	16058	16058	16058
31	Number of Meters	9	9	9	9	9	9
32	Base Rate	\$ 54.64	\$ 57.37	\$ 60.24	\$ 63.25	\$ 66.42	\$ 69.74
33	Usage Rate per m3	\$ 1.37	\$ 1.44	\$ 1.51	\$ 1.59	\$ 1.67	\$ 1.75
34	Fixed Revenue	\$ 5,901.12	\$ 6,196.18	\$ 6,505.98	\$ 6,831.28	\$ 7,172.85	\$ 7,531.49
35	Variable Revenue	\$ 21,999.46	\$ 23,099.43	\$ 24,254.40	\$ 25,467.12	\$ 26,740.48	\$ 28,077.51
36	Total Revenue - Tier 2	\$ 27,900.58	\$ 29,295.61	\$ 30,760.39	\$ 32,298.41	\$ 33,913.33	\$ 35,609.00
Tier 3: 750 Cubic Metres +							
37	Estimated Consumption (m3)	145764	145764	145764	145764	145764	145764
38	Number of Meters	10	10	10	10	10	10
39	Base Rate	\$ 218.55	\$ 229.48	\$ 240.95	\$ 253.00	\$ 265.65	\$ 278.93
40	Usage Rate per m3	\$ 1.09	\$ 1.14	\$ 1.20	\$ 1.26	\$ 1.32	\$ 1.39
41	Fixed Revenue	\$ 26,226.00	\$ 27,537.30	\$ 28,914.17	\$ 30,359.87	\$ 31,877.87	\$ 33,471.76
42	Variable Revenue	\$ 158,882.76	\$ 166,826.90	\$ 175,168.24	\$ 183,926.66	\$ 193,122.99	\$ 202,779.14
43	Total Revenue - Tier 3	\$ 185,108.76	\$ 194,364.20	\$ 204,082.41	\$ 214,286.53	\$ 225,000.85	\$ 236,250.90
44	Total Projected Revenue - Sales	\$ 1,572,935.74	\$ 1,657,844.73	\$ 1,747,312.27	\$ 1,841,581.96	\$ 1,940,910.34	\$ 2,045,567.60

WATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Initial Service Revenue - Water Sales	\$ 1,525,747.67	\$ 1,563,110.74	\$ 1,725,916.61	\$ 1,905,652.55	\$ 2,104,076.51	\$ 2,323,128.73
1a	Proposed Rate Adjustment	3%	10%	10%	10%	10%	10%
1b	Additional Revenue from Rate Adjustment	\$ 45,772.43	\$ 156,311.07	\$ 172,591.66	\$ 190,565.25	\$ 210,407.65	\$ 232,312.87
1c	Proposed Service Revenue - Water Sales	\$ 1,571,520.10	\$ 1,719,421.82	\$ 1,898,508.27	\$ 2,096,217.80	\$ 2,314,484.16	\$ 2,555,441.61
2	Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Total Operating Revenue	\$ 1,571,520.10	\$ 1,719,421.82	\$ 1,898,508.27	\$ 2,096,217.80	\$ 2,314,484.16	\$ 2,555,441.61
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,571,520.10	\$ 1,719,421.82	\$ 1,898,508.27	\$ 2,096,217.80	\$ 2,314,484.16	\$ 2,555,441.61
9	Total O&M Expenses	\$ 1,219,139.00	\$ 1,068,031.60	\$ 1,339,002.92	\$ 1,312,568.18	\$ 1,302,618.32	\$ 1,316,579.28
10	Subtotal: Net Operating Income	\$ 352,381.10	\$ 651,390.22	\$ 559,505.35	\$ 783,649.63	\$ 1,011,865.84	\$ 1,238,862.33
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 220,513.00	\$ 90,737.00	\$ 90,737.00	\$ 46,159.00	\$ 9,707.00	\$ 5,252.90
12	Debt Service - New	\$ -	\$ -	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00	\$ 233,168.00
13	Total Debt Service	\$ 220,513.00	\$ 90,737.00	\$ 323,905.00	\$ 279,327.00	\$ 242,875.00	\$ 238,420.90
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
14c	Total Financed Capital Costs	\$ 714,000.00	\$ 1,080,000.00	\$ 599,000.00	\$ 93,000.00	\$ 40,000.00	\$ 50,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (361,618.90)	\$ (428,609.78)	\$ (39,494.65)	\$ 690,649.63	\$ 971,865.84	\$ 1,188,862.33
16	PLUS: Opening Cash Balance	\$ 1,730,542.00	\$ 1,368,923.10	\$ 940,313.31	\$ 900,818.67	\$ 1,591,468.30	\$ 2,563,334.13
17	Ending Cash Balance (Before Reserves)	\$ 1,368,923.10	\$ 940,313.31	\$ 900,818.67	\$ 1,591,468.30	\$ 2,563,334.13	\$ 3,752,196.46
RESERVES							
18	Dedicated Water System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 1,368,923.10	\$ 940,313.31	\$ 900,818.67	\$ 1,591,468.30	\$ 2,563,334.13	\$ 3,752,196.46
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	1.12	0.88	0.67	1.21	1.97	2.85
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	1.60	7.18	1.73	2.81	4.17	5.20

WATER SYSTEM RATE SCALE DETERMINATION

Tier 1: 0-250 cubic metres							
23	Estimated Consumption (m3)	576496	576496	576496	576496	576496	576496
24	Number of Meters	2906	2941	2976	3011	3046	3081
25	Base Rate	\$ 14.20	\$ 15.62	\$ 17.18	\$ 18.90	\$ 20.79	\$ 22.87
26	Usage Rate per m3	\$ 1.50	\$ 1.65	\$ 1.82	\$ 2.00	\$ 2.20	\$ 2.42
27	Fixed Revenue	\$ 495,182.40	\$ 551,261.04	\$ 613,603.58	\$ 682,902.03	\$ 759,924.12	\$ 845,521.62
28	Variable Revenue	\$ 864,744.00	\$ 951,218.40	\$ 1,046,340.24	\$ 1,150,974.26	\$ 1,266,071.69	\$ 1,392,678.86
29	Total Revenue - Tier 1	\$ 1,359,926.40	\$ 1,502,479.44	\$ 1,659,943.82	\$ 1,833,876.29	\$ 2,025,995.81	\$ 2,238,200.47
Tier 2: 251-750 cubic metres							
30	Estimated Consumption (m3)	16058	16058	16058	16058	16058	16058
31	Number of Meters	9	9	9	9	9	9
32	Base Rate	\$ 54.64	\$ 60.10	\$ 66.11	\$ 72.73	\$ 80.00	\$ 88.00
33	Usage Rate per m3	\$ 1.37	\$ 1.51	\$ 1.66	\$ 1.82	\$ 2.01	\$ 2.21
34	Fixed Revenue	\$ 5,901.12	\$ 6,491.23	\$ 7,140.36	\$ 7,854.39	\$ 8,639.83	\$ 9,503.81
35	Variable Revenue	\$ 21,999.46	\$ 24,199.41	\$ 26,619.35	\$ 29,281.28	\$ 32,209.41	\$ 35,430.35
36	Total Revenue - Tier 2	\$ 27,900.58	\$ 30,690.64	\$ 33,759.70	\$ 37,135.67	\$ 40,849.24	\$ 44,934.16
Tier 3: 750 Cubic Metres +							
37	Estimated Consumption (m3)	145764	145764	145764	145764	145764	145764
38	Number of Meters	10	10	10	10	10	10
39	Base Rate	\$ 218.55	\$ 240.41	\$ 264.45	\$ 290.89	\$ 319.98	\$ 351.98
40	Usage Rate per m3	\$ 1.09	\$ 1.20	\$ 1.32	\$ 1.45	\$ 1.60	\$ 1.76
41	Fixed Revenue	\$ 26,226.00	\$ 28,848.60	\$ 31,733.46	\$ 34,906.81	\$ 38,397.49	\$ 42,237.24
42	Variable Revenue	\$ 158,882.76	\$ 174,771.04	\$ 192,248.14	\$ 211,472.95	\$ 232,620.25	\$ 255,882.27
43	Total Revenue - Tier 3	\$ 185,108.76	\$ 203,619.64	\$ 223,981.60	\$ 246,379.76	\$ 271,017.74	\$ 298,119.51
44	Total Projected Revenue - Sales	\$ 1,572,935.74	\$ 1,736,789.71	\$ 1,917,685.13	\$ 2,117,391.72	\$ 2,337,862.79	\$ 2,581,254.15

WASTEWATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Service Revenue - Water Sales	\$ 1,489,538.97	\$ 1,575,722.56	\$ 1,583,509.36	\$ 1,591,296.16	\$ 1,599,082.96	\$ 1,606,869.76
1a	Proposed Rate Adjustment	5%	0%	0%	0%	0%	0%
1b	Additional Revenue from Rate Adjustment	\$ 74,476.95	\$ -	\$ -	\$ -	\$ -	\$ -
1c	Service Revenue - Water Sales	\$ 1,564,015.92	\$ 1,575,722.56	\$ 1,583,509.36	\$ 1,591,296.16	\$ 1,599,082.96	\$ 1,606,869.76
2	Miscellaneous Fees (Surcharge Program)	\$ 40,000.00	\$ 50,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
3	Total Operating Revenue	\$ 1,604,015.92	\$ 1,625,722.56	\$ 1,623,509.36	\$ 1,631,296.16	\$ 1,639,082.96	\$ 1,646,869.76
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,604,015.92	\$ 1,625,722.56	\$ 1,623,509.36	\$ 1,631,296.16	\$ 1,639,082.96	\$ 1,646,869.76
9	Total O&M Expenses	\$ 1,479,780.00	\$ 1,501,930.00	\$ 1,755,107.58	\$ 1,777,373.15	\$ 1,684,507.87	\$ 1,592,008.14
10	Subtotal: Net Operating Income	\$ 124,235.92	\$ 123,792.56	\$ (131,598.22)	\$ (146,076.99)	\$ (45,424.91)	\$ 54,861.62
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 260,374.00	\$ 260,373.00	\$ 260,374.00	\$ 260,374.00	\$ 145,239.32	\$ 30,103.00
12	Debt Service - New	\$ -	\$ -	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00
13	Total Debt Service	\$ 260,374.00	\$ 260,373.00	\$ 480,944.00	\$ 480,944.00	\$ 365,809.32	\$ 250,673.00
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
14c	Total Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (99,764.08)	\$ (124,207.44)	\$ (326,598.22)	\$ (263,076.99)	\$ (178,424.91)	\$ 29,861.62
16	PLUS: Opening Cash Balance	\$ 508,947.00	\$ 409,182.92	\$ 284,975.48	\$ (41,622.74)	\$ (304,699.73)	\$ (483,124.65)
17	Ending Cash Balance (Before Reserves)	\$ 409,182.92	\$ 284,975.48	\$ (41,622.74)	\$ (304,699.73)	\$ (483,124.65)	\$ (453,263.02)
RESERVES							
18	Wastewater System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 409,182.92	\$ 284,975.48	\$ (41,622.74)	\$ (304,699.73)	\$ (483,124.65)	\$ (453,263.02)
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.28	0.19	-0.02	-0.17	-0.29	-0.28
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	0.48	0.48	-0.27	-0.30	-0.12	0.22

WASTEWATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	732070	732070	732070	732070	732070	732070
24	Number of Meters	2819	2854	2889	2924	2959	2994
25	Base Rate	\$ 18.54	\$ 18.54	\$ 18.54	\$ 18.54	\$ 18.54	\$ 18.54
26	Usage Rate per m3	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24
27	Fixed Revenue	\$ 627,171.12	\$ 634,957.92	\$ 642,744.72	\$ 650,531.52	\$ 658,318.32	\$ 666,105.12
28	Variable Revenue	\$ 907,766.80	\$ 907,766.80	\$ 907,766.80	\$ 907,766.80	\$ 907,766.80	\$ 907,766.80
29	Total Revenue - Wastewater	\$ 1,534,937.92	\$ 1,542,724.72	\$ 1,550,511.52	\$ 1,558,298.32	\$ 1,566,085.12	\$ 1,573,871.92

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	0	0	0	0	0	0
31	Number of Meters	6	6	6	6	6	6
32	Base Rate	\$ 61.79	\$ 61.79	\$ 61.79	\$ 61.79	\$ 61.79	\$ 61.79
33	Usage Rate per m3	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24
34	Fixed Revenue	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88
35	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Revenue - Tier 2	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88	\$ 4,448.88

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	0	0	0	0	0	0
38	Number of Meters	11	11	11	11	11	11
39	Base Rate	\$ 216.28	\$ 216.28	\$ 216.28	\$ 216.28	\$ 216.28	\$ 216.28
40	Usage Rate per m3	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24
41	Fixed Revenue	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96
42	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43	Total Revenue - Tier 3	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96	\$ 28,548.96

44	Total Projected Revenue - Sales	\$ 1,567,935.76	\$ 1,575,722.56	\$ 1,583,509.36	\$ 1,591,296.16	\$ 1,599,082.96	\$ 1,606,869.76
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WASTEWATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Service Revenue - Water Sales	\$ 1,489,538.97	\$ 1,575,153.72	\$ 1,613,013.53	\$ 1,651,743.38	\$ 1,691,362.66	\$ 1,731,891.20
1a	Proposed Rate Adjustment	5%	2%	2%	2%	2%	2%
1b	Additional Revenue from Rate Adjustment	\$ 74,476.95	\$ 29,927.92	\$ 30,647.26	\$ 31,383.12	\$ 32,135.89	\$ 32,905.93
1c	Service Revenue - Water Sales	\$ 1,564,015.92	\$ 1,605,081.64	\$ 1,643,660.79	\$ 1,683,126.50	\$ 1,723,498.55	\$ 1,764,797.13
2	Miscellaneous Fees (Surcharge Program)	\$ 40,000.00	\$ 50,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
3	Total Operating Revenue	\$ 1,604,015.92	\$ 1,655,081.64	\$ 1,683,660.79	\$ 1,723,126.50	\$ 1,763,498.55	\$ 1,804,797.13
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,604,015.92	\$ 1,655,081.64	\$ 1,683,660.79	\$ 1,723,126.50	\$ 1,763,498.55	\$ 1,804,797.13
9	Total O&M Expenses	\$ 1,479,780.00	\$ 1,501,930.00	\$ 1,755,107.58	\$ 1,777,373.15	\$ 1,684,507.87	\$ 1,592,008.14
10	Subtotal: Net Operating Income	\$ 124,235.92	\$ 153,151.64	\$ (71,446.79)	\$ (54,246.65)	\$ 78,990.68	\$ 212,789.00
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 260,374.00	\$ 260,373.00	\$ 260,374.00	\$ 260,374.00	\$ 145,239.32	\$ 30,103.00
12	Debt Service - New	\$ -	\$ -	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00
13	Total Debt Service	\$ 260,374.00	\$ 260,373.00	\$ 480,944.00	\$ 480,944.00	\$ 365,809.32	\$ 250,673.00
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
14c	Total Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (99,764.08)	\$ (94,848.36)	\$ (266,446.79)	\$ (171,246.65)	\$ (54,009.32)	\$ 187,789.00
16	PLUS: Opening Cash Balance	\$ 508,947.00	\$ 409,182.92	\$ 314,334.57	\$ 47,887.77	\$ (123,358.88)	\$ (177,368.20)
17	Ending Cash Balance (Before Reserves)	\$ 409,182.92	\$ 314,334.57	\$ 47,887.77	\$ (123,358.88)	\$ (177,368.20)	\$ 10,420.79
RESERVES							
18	Wastewater System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 409,182.92	\$ 314,334.57	\$ 47,887.77	\$ (123,358.88)	\$ (177,368.20)	\$ 10,420.79
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.28	0.21	0.03	-0.07	-0.11	0.01
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	0.48	0.59	-0.15	-0.11	0.22	0.85

WASTEWATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	732070	732070	732070	732070	732070	732070
24	Number of Meters	2819	2854	2889	2924	2959	2994
25	Base Rate	\$ 18.54	\$ 18.89	\$ 19.25	\$ 19.62	\$ 19.99	\$ 20.37
26	Usage Rate per m3	\$ 1.24	\$ 1.26	\$ 1.29	\$ 1.31	\$ 1.34	\$ 1.36
27	Fixed Revenue	\$ 627,171.12	\$ 647,022.12	\$ 667,401.05	\$ 688,320.80	\$ 709,794.58	\$ 731,835.87
28	Variable Revenue	\$ 907,766.80	\$ 925,014.37	\$ 942,589.64	\$ 960,498.85	\$ 978,748.32	\$ 997,344.54
29	Total Revenue - Wastewater	\$ 1,534,937.92	\$ 1,572,036.49	\$ 1,609,990.69	\$ 1,648,819.65	\$ 1,688,542.90	\$ 1,729,180.41

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	0	0	0	0	0	0
31	Number of Meters	6	6	6	6	6	6
32	Base Rate	\$ 61.79	\$ 62.96	\$ 64.16	\$ 65.38	\$ 66.62	\$ 67.89
33	Usage Rate per m3	\$ 1.24	\$ 1.26	\$ 1.29	\$ 1.31	\$ 1.34	\$ 1.36
34	Fixed Revenue	\$ 4,448.88	\$ 4,533.41	\$ 4,619.54	\$ 4,707.31	\$ 4,796.75	\$ 4,887.89
35	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Revenue - Tier 2	\$ 4,448.88	\$ 4,533.41	\$ 4,619.54	\$ 4,707.31	\$ 4,796.75	\$ 4,887.89

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	0	0	0	0	0	0
38	Number of Meters	11	11	11	11	11	11
39	Base Rate	\$ 216.28	\$ 220.39	\$ 224.58	\$ 228.84	\$ 233.19	\$ 237.62
40	Usage Rate per m3	\$ 1.24	\$ 1.26	\$ 1.29	\$ 1.31	\$ 1.34	\$ 1.36
41	Fixed Revenue	\$ 28,548.96	\$ 29,091.39	\$ 29,644.13	\$ 30,207.37	\$ 30,781.30	\$ 31,366.15
42	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43	Total Revenue - Tier 3	\$ 28,548.96	\$ 29,091.39	\$ 29,644.13	\$ 30,207.37	\$ 30,781.30	\$ 31,366.15
44	Total Projected Revenue - Sales	\$ 1,567,935.76	\$ 1,605,661.29	\$ 1,644,254.36	\$ 1,683,734.33	\$ 1,724,120.96	\$ 1,765,434.45

WASTEWATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Service Revenue - Water Sales	\$ 1,489,538.97	\$ 1,574,304.41	\$ 1,629,546.73	\$ 1,686,686.71	\$ 1,745,788.50	\$ 1,806,918.38
1a	Proposed Rate Adjustment	5%	3%	3%	3%	3%	3%
1b	Additional Revenue from Rate Adjustment	\$ 74,476.95	\$ 47,229.13	\$ 48,886.40	\$ 50,600.60	\$ 52,373.66	\$ 54,207.55
1c	Service Revenue - Water Sales	\$ 1,564,015.92	\$ 1,621,533.54	\$ 1,678,433.13	\$ 1,737,287.31	\$ 1,798,162.16	\$ 1,861,125.93
2	Miscellaneous Fees (Surcharge Program)	\$ 40,000.00	\$ 50,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
3	Total Operating Revenue	\$ 1,604,015.92	\$ 1,671,533.54	\$ 1,718,433.13	\$ 1,777,287.31	\$ 1,838,162.16	\$ 1,901,125.93
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,604,015.92	\$ 1,671,533.54	\$ 1,718,433.13	\$ 1,777,287.31	\$ 1,838,162.16	\$ 1,901,125.93
9	Total O&M Expenses	\$ 1,479,780.00	\$ 1,501,930.00	\$ 1,755,107.58	\$ 1,777,373.15	\$ 1,684,507.87	\$ 1,592,008.14
10	Subtotal: Net Operating Income	\$ 124,235.92	\$ 169,603.54	\$ (36,674.45)	\$ (85.84)	\$ 153,654.28	\$ 309,117.80
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 260,374.00	\$ 260,373.00	\$ 260,374.00	\$ 260,374.00	\$ 145,239.32	\$ 30,103.00
12	Debt Service - New	\$ -	\$ -	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00
13	Total Debt Service	\$ 260,374.00	\$ 260,373.00	\$ 480,944.00	\$ 480,944.00	\$ 365,809.32	\$ 250,673.00
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
14c	Total Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (99,764.08)	\$ (78,396.46)	\$ (231,674.45)	\$ (117,085.84)	\$ 20,654.28	\$ 284,117.80
16	PLUS: Opening Cash Balance	\$ 508,947.00	\$ 409,182.92	\$ 330,786.46	\$ 99,112.01	\$ (17,973.83)	\$ 2,680.45
17	Ending Cash Balance (Before Reserves)	\$ 409,182.92	\$ 330,786.46	\$ 99,112.01	\$ (17,973.83)	\$ 2,680.45	\$ 286,798.25
RESERVES							
18	Wastewater System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 409,182.92	\$ 330,786.46	\$ 99,112.01	\$ (17,973.83)	\$ 2,680.45	\$ 286,798.25
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.28	0.22	0.06	-0.01	0.00	0.18
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	0.48	0.65	-0.08	0.00	0.42	1.23

WASTEWATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	732070	732070	732070	732070	732070	732070
24	Number of Meters	2819	2854	2889	2924	2959	2994
25	Base Rate	\$ 18.54	\$ 19.10	\$ 19.67	\$ 20.26	\$ 20.87	\$ 21.49
26	Usage Rate per m3	\$ 1.24	\$ 1.28	\$ 1.32	\$ 1.35	\$ 1.40	\$ 1.44
27	Fixed Revenue	\$ 627,171.12	\$ 654,006.66	\$ 681,887.87	\$ 710,853.36	\$ 740,943.07	\$ 772,198.40
28	Variable Revenue	\$ 907,766.80	\$ 934,999.80	\$ 963,049.80	\$ 991,941.29	\$ 1,021,699.53	\$ 1,052,350.52
29	Total Revenue - Wastewater	\$ 1,534,937.92	\$ 1,589,006.46	\$ 1,644,937.67	\$ 1,702,794.65	\$ 1,762,642.60	\$ 1,824,548.91

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	0	0	0	0	0	0
31	Number of Meters	6	6	6	6	6	6
32	Base Rate	\$ 61.79	\$ 63.64	\$ 65.55	\$ 67.52	\$ 69.55	\$ 71.63
33	Usage Rate per m3	\$ 1.24	\$ 1.28	\$ 1.32	\$ 1.35	\$ 1.40	\$ 1.44
34	Fixed Revenue	\$ 4,448.88	\$ 4,582.35	\$ 4,719.82	\$ 4,861.41	\$ 5,007.25	\$ 5,157.47
35	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Revenue - Tier 2	\$ 4,448.88	\$ 4,582.35	\$ 4,719.82	\$ 4,861.41	\$ 5,007.25	\$ 5,157.47

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	0	0	0	0	0	0
38	Number of Meters	11	11	11	11	11	11
39	Base Rate	\$ 216.28	\$ 222.77	\$ 229.45	\$ 236.33	\$ 243.43	\$ 250.73
40	Usage Rate per m3	\$ 1.24	\$ 1.28	\$ 1.32	\$ 1.35	\$ 1.40	\$ 1.44
41	Fixed Revenue	\$ 28,548.96	\$ 29,405.43	\$ 30,287.59	\$ 31,196.22	\$ 32,132.11	\$ 33,096.07
42	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43	Total Revenue - Tier 3	\$ 28,548.96	\$ 29,405.43	\$ 30,287.59	\$ 31,196.22	\$ 32,132.11	\$ 33,096.07
44	Total Projected Revenue - Sales	\$ 1,567,935.76	\$ 1,622,994.24	\$ 1,679,945.08	\$ 1,738,852.28	\$ 1,799,781.96	\$ 1,862,802.45

WASTEWATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Service Revenue - Water Sales	\$ 1,489,538.97	\$ 1,571,783.25	\$ 1,658,528.12	\$ 1,750,018.01	\$ 1,846,510.57	\$ 1,948,277.34
1a	Proposed Rate Adjustment	5%	5%	5%	5%	5%	5%
1b	Additional Revenue from Rate Adjustment	\$ 74,476.95	\$ 78,589.16	\$ 82,926.41	\$ 87,500.90	\$ 92,325.53	\$ 97,413.87
1c	Service Revenue - Water Sales	\$ 1,564,015.92	\$ 1,650,372.42	\$ 1,741,454.52	\$ 1,837,518.91	\$ 1,938,836.09	\$ 2,045,691.20
2	Miscellaneous Fees (Surcharge Program)	\$ 40,000.00	\$ 50,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
3	Total Operating Revenue	\$ 1,604,015.92	\$ 1,700,372.42	\$ 1,781,454.52	\$ 1,877,518.91	\$ 1,978,836.09	\$ 2,085,691.20
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,604,015.92	\$ 1,700,372.42	\$ 1,781,454.52	\$ 1,877,518.91	\$ 1,978,836.09	\$ 2,085,691.20
9	Total O&M Expenses	\$ 1,479,780.00	\$ 1,501,930.00	\$ 1,755,107.58	\$ 1,777,373.15	\$ 1,684,507.87	\$ 1,592,008.14
10	Subtotal: Net Operating Income	\$ 124,235.92	\$ 198,442.42	\$ 26,346.94	\$ 100,145.76	\$ 294,328.22	\$ 493,683.07
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 260,374.00	\$ 260,373.00	\$ 260,374.00	\$ 260,374.00	\$ 145,239.32	\$ 30,103.00
12	Debt Service - New	\$ -	\$ -	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00
13	Total Debt Service	\$ 260,374.00	\$ 260,373.00	\$ 480,944.00	\$ 480,944.00	\$ 365,809.32	\$ 250,673.00
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
14c	Total Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (99,764.08)	\$ (49,557.58)	\$ (168,653.06)	\$ (16,854.24)	\$ 161,328.22	\$ 468,683.07
16	PLUS: Opening Cash Balance	\$ 508,947.00	\$ 409,182.92	\$ 359,625.34	\$ 190,972.28	\$ 174,118.03	\$ 335,446.25
17	Ending Cash Balance (Before Reserves)	\$ 409,182.92	\$ 359,625.34	\$ 190,972.28	\$ 174,118.03	\$ 335,446.25	\$ 804,129.32
RESERVES							
18	Wastewater System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 409,182.92	\$ 359,625.34	\$ 190,972.28	\$ 174,118.03	\$ 335,446.25	\$ 804,129.32
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.28	0.24	0.11	0.10	0.20	0.51
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	0.48	0.76	0.05	0.21	0.80	1.97

WASTEWATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	732070	732070	732070	732070	732070	732070
24	Number of Meters	2819	2854	2889	2924	2959	2994
25	Base Rate	\$ 18.54	\$ 19.47	\$ 20.44	\$ 21.46	\$ 22.54	\$ 23.66
26	Usage Rate per m3	\$ 1.24	\$ 1.30	\$ 1.37	\$ 1.44	\$ 1.51	\$ 1.58
27	Fixed Revenue	\$ 627,171.12	\$ 666,705.82	\$ 708,626.05	\$ 753,071.55	\$ 800,190.03	\$ 850,137.68
28	Variable Revenue	\$ 907,766.80	\$ 953,155.14	\$ 1,000,812.90	\$ 1,050,853.54	\$ 1,103,396.22	\$ 1,158,566.03
29	Total Revenue - Wastewater	\$ 1,534,937.92	\$ 1,619,860.96	\$ 1,709,438.95	\$ 1,803,925.09	\$ 1,903,586.25	\$ 2,008,703.71

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	0	0	0	0	0	0
31	Number of Meters	6	6	6	6	6	6
32	Base Rate	\$ 61.79	\$ 64.88	\$ 68.12	\$ 71.53	\$ 75.11	\$ 78.86
33	Usage Rate per m3	\$ 1.24	\$ 1.30	\$ 1.37	\$ 1.44	\$ 1.51	\$ 1.58
34	Fixed Revenue	\$ 4,448.88	\$ 4,671.32	\$ 4,904.89	\$ 5,150.13	\$ 5,407.64	\$ 5,678.02
35	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Revenue - Tier 2	\$ 4,448.88	\$ 4,671.32	\$ 4,904.89	\$ 5,150.13	\$ 5,407.64	\$ 5,678.02

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	0	0	0	0	0	0
38	Number of Meters	11	11	11	11	11	11
39	Base Rate	\$ 216.28	\$ 227.09	\$ 238.45	\$ 250.37	\$ 262.89	\$ 276.03
40	Usage Rate per m3	\$ 1.24	\$ 1.30	\$ 1.37	\$ 1.44	\$ 1.51	\$ 1.58
41	Fixed Revenue	\$ 28,548.96	\$ 29,976.41	\$ 31,475.23	\$ 33,048.99	\$ 34,701.44	\$ 36,436.51
42	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43	Total Revenue - Tier 3	\$ 28,548.96	\$ 29,976.41	\$ 31,475.23	\$ 33,048.99	\$ 34,701.44	\$ 36,436.51
44	Total Projected Revenue - Sales	\$ 1,567,935.76	\$ 1,654,508.69	\$ 1,745,819.07	\$ 1,842,124.22	\$ 1,943,695.33	\$ 2,050,818.25

WASTEWATER BUDGET PROJECTIONS - 2017 REVIEW

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

Line No.	Details	2017	2018	2019	2020	2021	2022
REVENUE							
<u>Operating Revenues</u>							
1	Service Revenue - Water Sales	\$ 1,489,538.97	\$ 1,559,965.33	\$ 1,724,441.69	\$ 1,906,213.67	\$ 2,107,095.63	\$ 2,329,091.84
1a	Proposed Rate Adjustment	5%	10%	10%	10%	10%	10%
1b	Additional Revenue from Rate Adjustment	\$ 74,476.95	\$ 155,996.53	\$ 172,444.17	\$ 190,621.37	\$ 210,709.56	\$ 232,909.18
1c	Service Revenue - Water Sales	\$ 1,564,015.92	\$ 1,715,961.87	\$ 1,896,885.86	\$ 2,096,835.04	\$ 2,317,805.19	\$ 2,562,001.02
2	Miscellaneous Fees (Surcharge Program)	\$ 40,000.00	\$ 50,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
3	Total Operating Revenue	\$ 1,604,015.92	\$ 1,765,961.87	\$ 1,936,885.86	\$ 2,136,835.04	\$ 2,357,805.19	\$ 2,602,001.02
<u>Non-Operating Revenue</u>							
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,604,015.92	\$ 1,765,961.87	\$ 1,936,885.86	\$ 2,136,835.04	\$ 2,357,805.19	\$ 2,602,001.02
9	Total O&M Expenses	\$ 1,479,780.00	\$ 1,501,930.00	\$ 1,755,107.58	\$ 1,777,373.15	\$ 1,684,507.87	\$ 1,592,008.14
10	Subtotal: Net Operating Income	\$ 124,235.92	\$ 264,031.87	\$ 181,778.28	\$ 359,461.89	\$ 673,297.31	\$ 1,009,992.88
<u>Debt Service</u>							
11	Debt Service - Existing	\$ 260,374.00	\$ 260,373.00	\$ 260,374.00	\$ 260,374.00	\$ 145,239.32	\$ 30,103.00
12	Debt Service - New	\$ -	\$ -	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00	\$ 220,570.00
13	Total Debt Service	\$ 260,374.00	\$ 260,373.00	\$ 480,944.00	\$ 480,944.00	\$ 365,809.32	\$ 250,673.00
14a	Asset Replacement Costs						
14b	Rate Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
14c	Total Financed Capital Costs	\$ 224,000.00	\$ 248,000.00	\$ 195,000.00	\$ 117,000.00	\$ 133,000.00	\$ 25,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (99,764.08)	\$ 16,031.87	\$ (13,221.72)	\$ 242,461.89	\$ 540,297.31	\$ 984,992.88
16	PLUS: Opening Cash Balance	\$ 508,947.00	\$ 409,182.92	\$ 425,214.79	\$ 411,993.07	\$ 654,454.96	\$ 1,194,752.27
17	Ending Cash Balance (Before Reserves)	\$ 409,182.92	\$ 425,214.79	\$ 411,993.07	\$ 654,454.96	\$ 1,194,752.27	\$ 2,179,745.15
RESERVES							
18	Wastewater System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 409,182.92	\$ 425,214.79	\$ 411,993.07	\$ 654,454.96	\$ 1,194,752.27	\$ 2,179,745.15
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.28	0.28	0.23	0.37	0.71	1.37
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	0.48	1.01	0.38	0.75	1.84	4.03

WASTEWATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	732070	732070	732070	732070	732070	732070
24	Number of Meters	2819	2854	2889	2924	2959	2994
25	Base Rate	\$ 18.54	\$ 20.39	\$ 22.43	\$ 24.68	\$ 27.14	\$ 29.86
26	Usage Rate per m3	\$ 1.24	\$ 1.36	\$ 1.50	\$ 1.65	\$ 1.82	\$ 2.00
27	Fixed Revenue	\$ 627,171.12	\$ 698,453.71	\$ 777,721.11	\$ 865,857.45	\$ 963,843.85	\$ 1,072,768.96
28	Variable Revenue	\$ 907,766.80	\$ 998,543.48	\$ 1,098,397.83	\$ 1,208,237.61	\$ 1,329,061.37	\$ 1,461,967.51
29	Total Revenue - Wastewater	\$ 1,534,937.92	\$ 1,696,997.19	\$ 1,876,118.94	\$ 2,074,095.06	\$ 2,292,905.22	\$ 2,534,736.47

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	0	0	0	0	0	0
31	Number of Meters	6	6	6	6	6	6
32	Base Rate	\$ 61.79	\$ 67.97	\$ 74.77	\$ 82.24	\$ 90.47	\$ 99.51
33	Usage Rate per m3	\$ 1.24	\$ 1.36	\$ 1.50	\$ 1.65	\$ 1.82	\$ 2.00
34	Fixed Revenue	\$ 4,448.88	\$ 4,893.77	\$ 5,383.14	\$ 5,921.46	\$ 6,513.61	\$ 7,164.97
35	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Revenue - Tier 2	\$ 4,448.88	\$ 4,893.77	\$ 5,383.14	\$ 5,921.46	\$ 6,513.61	\$ 7,164.97

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	0	0	0	0	0	0
38	Number of Meters	11	11	11	11	11	11
39	Base Rate	\$ 216.28	\$ 237.91	\$ 261.70	\$ 287.87	\$ 316.66	\$ 348.32
40	Usage Rate per m3	\$ 1.24	\$ 1.36	\$ 1.50	\$ 1.65	\$ 1.82	\$ 2.00
41	Fixed Revenue	\$ 28,548.96	\$ 31,403.86	\$ 34,544.24	\$ 37,998.67	\$ 41,798.53	\$ 45,978.39
42	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43	Total Revenue - Tier 3	\$ 28,548.96	\$ 31,403.86	\$ 34,544.24	\$ 37,998.67	\$ 41,798.53	\$ 45,978.39

44	Total Projected Revenue - Sales	\$ 1,567,935.76	\$ 1,733,294.82	\$ 1,916,046.33	\$ 2,118,015.19	\$ 2,341,217.36	\$ 2,587,879.82
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IMPACTS TO USERS - WATER AND WASTEWATER RATE EVALUATION

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

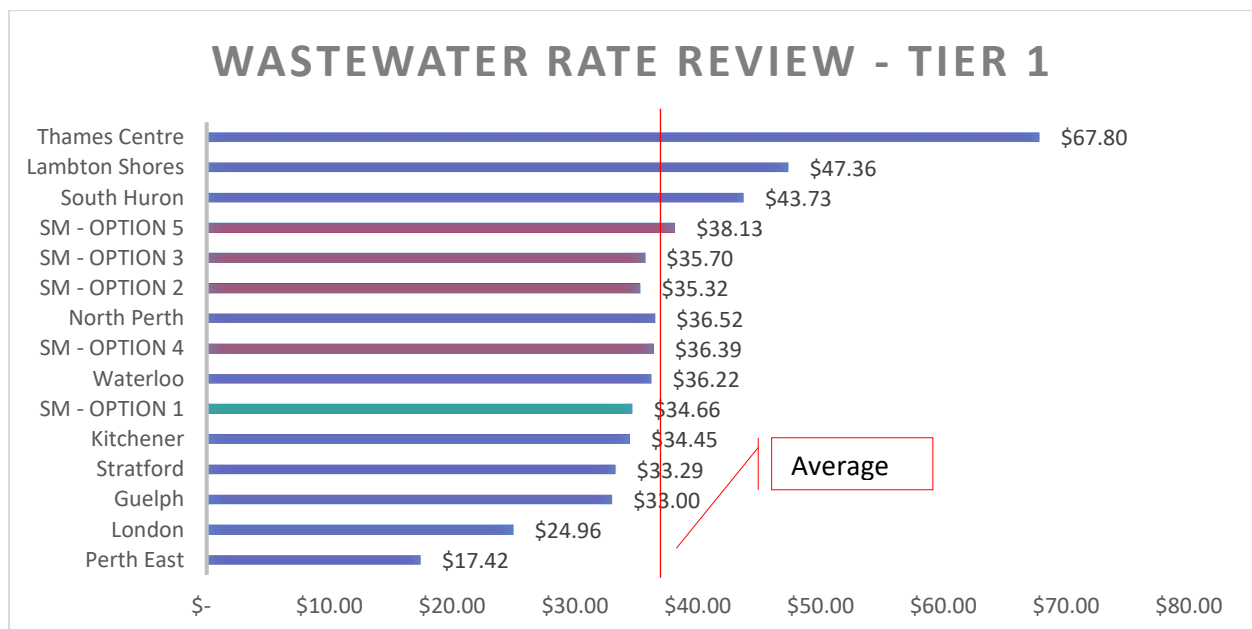
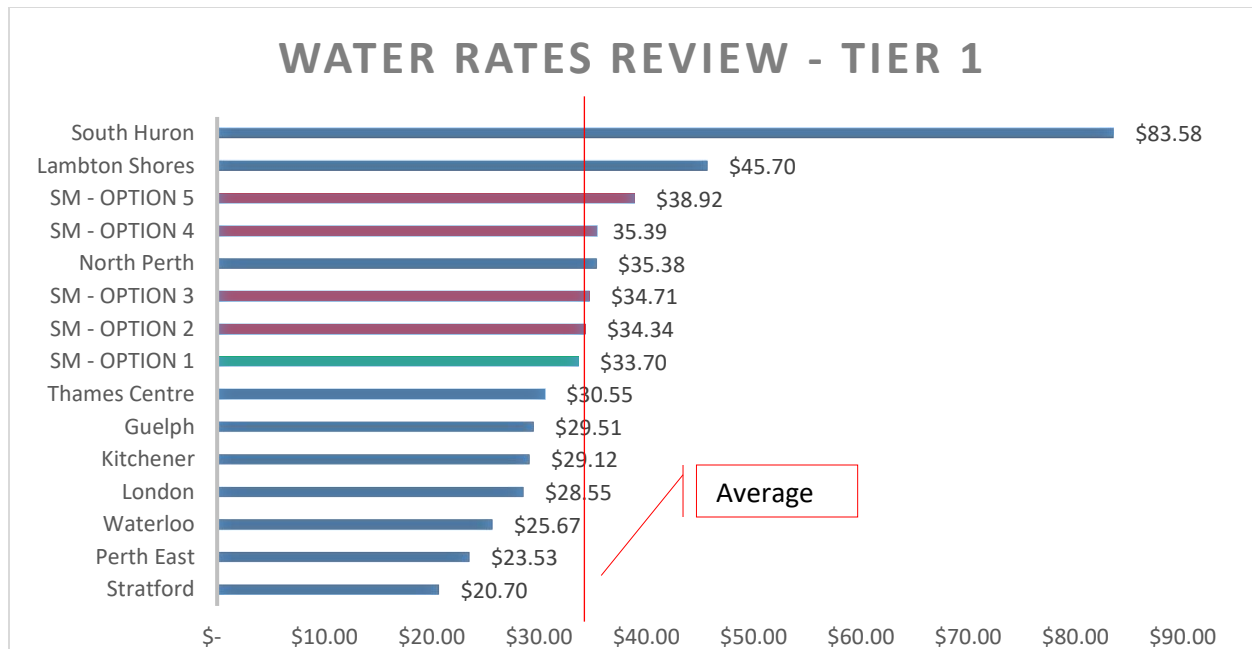
			Water System Options Based on Tiers															
			Tier 1					Tier 2					Tier 3					
			0%	2%	3%	5%	10%	0%	2%	3%	5%	10%	0%	2%	3%	5%	10%	
			\$ -	\$ 0.67	\$ 1.01	\$ 1.69	\$ 1.95	\$ -	\$ 12.51	\$ 18.77	\$ 31.28	\$ 62.56	\$ -	\$ 46.37	\$ 69.55	\$ 115.92	\$ 231.84	
Wastewater System Options Based on Tiers	Tier 1	0%	\$ -	\$ -	\$ 0.67	\$ 1.01	\$ 1.69	\$ 1.95										
		2%	\$ 0.69	\$ 0.69	\$ 1.36	\$ 1.70	\$ 2.38	\$ 2.64										
		3%	\$ 1.04	\$ 1.04	\$ 1.71	\$ 2.05	\$ 2.73	\$ 2.99										
		5%	\$ 1.73	\$ 1.73	\$ 2.40	\$ 2.74	\$ 3.42	\$ 3.68										
		10%	\$ 3.47	\$ 3.47	\$ 4.14	\$ 4.48	\$ 5.16	\$ 5.42										
	Tier 2	0%	\$ -						\$ -	\$ 12.51	\$ 18.77	\$ 31.28	\$ 62.56					
		2%	\$ 10.98						\$ 10.98	\$ 23.49	\$ 29.75	\$ 42.26	\$ 73.54					
		3%	\$ 16.47						\$ 16.47	\$ 28.98	\$ 35.24	\$ 47.75	\$ 79.03					
		5%	\$ 27.46						\$ 27.46	\$ 39.97	\$ 46.23	\$ 58.74	\$ 90.02					
		10%	\$ 54.91						\$ 54.91	\$ 67.42	\$ 73.68	\$ 86.19	\$ 117.47					
	Tier 3	0%	\$ -											\$ -	\$ 46.37	\$ 69.55	\$ 115.92	\$ 231.84
		2%	\$ 46.58											\$ 46.58	\$ 92.95	\$ 116.13	\$ 162.50	\$ 278.42
		3%	\$ 69.88											\$ 69.88	\$ 116.25	\$ 139.43	\$ 185.80	\$ 301.72
		5%	\$ 116.46											\$ 116.46	\$ 162.83	\$ 186.01	\$ 232.38	\$ 348.30
		10%	\$ 232.92											\$ 232.92	\$ 279.29	\$ 302.47	\$ 348.84	\$ 464.76

Notes:

1 Financial impacts to users details herein represents the per system and overall cost which would be incurred by an average user in each tier per month

DISCLAIMER:

The following comparisons for water and sanitary rates has been developed using information and rates reasonable available and accessible to the public. All efforts have been made to appropriately compare the Town of St. Marys rates to those of surrounding Municipalities. Unfortunately, Municipalities have different billing cycles ranging from monthly, bi-monthly, and quarterly. In addition, base rates, capital improvement charges, and usage tiers vary according to said billing cycle. Efforts have been made to display information in a useful format, representing a monthly charge for services. Base rates, usage allocations and capital improvement funds were adjusted accordingly in an effort to accurately depict an average monthly charge where rates and billing cycles differ.

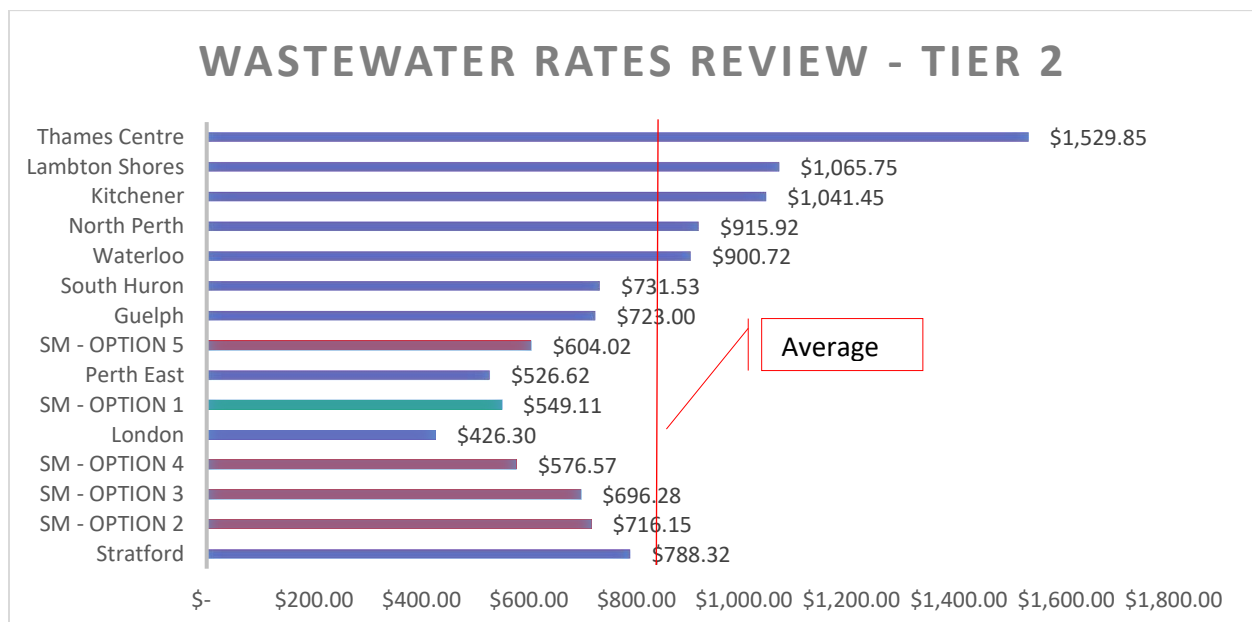
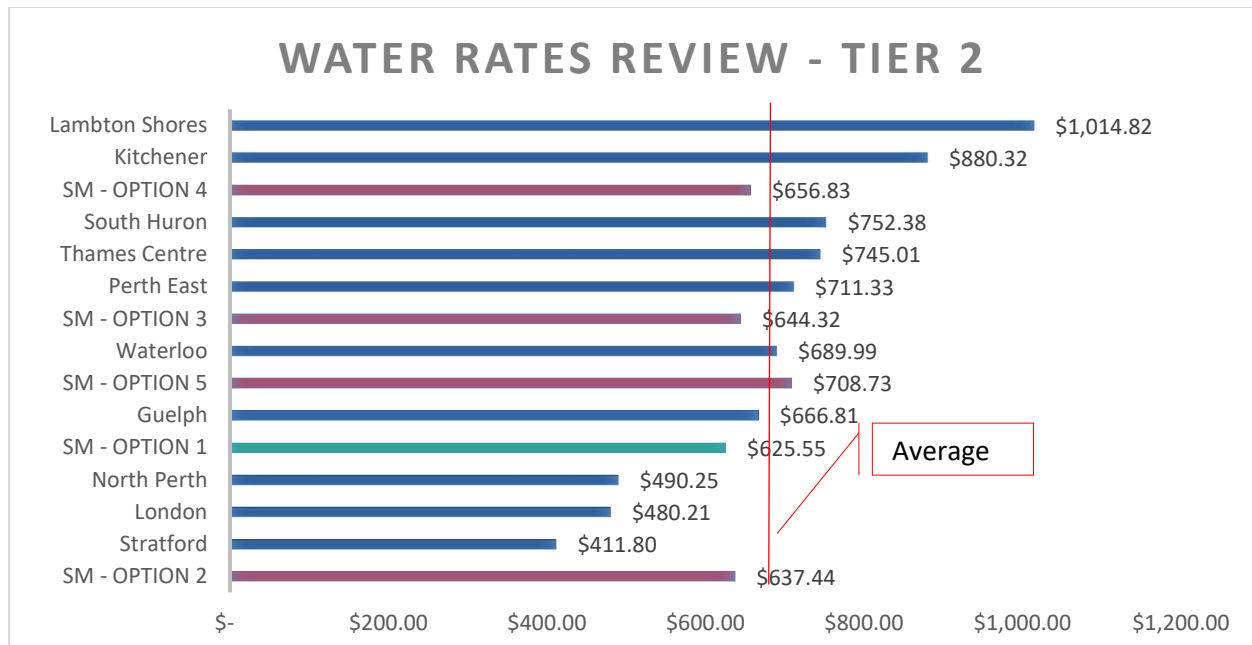
**NOTES:**

Billing Period Represented: 1-Month

Consumption Usage: 13 Cubic Metres

Details:

The average Tier 1 property in St. Marys users approximately 13 cubic metres of water each month. In order to accurately compare rates, a one month cycle was used, with base rates and usage adjusted accordingly. Rates for other Municipalities were calculated based on publically accessible information utilizing average usage for Tier represented.

**NOTES:**

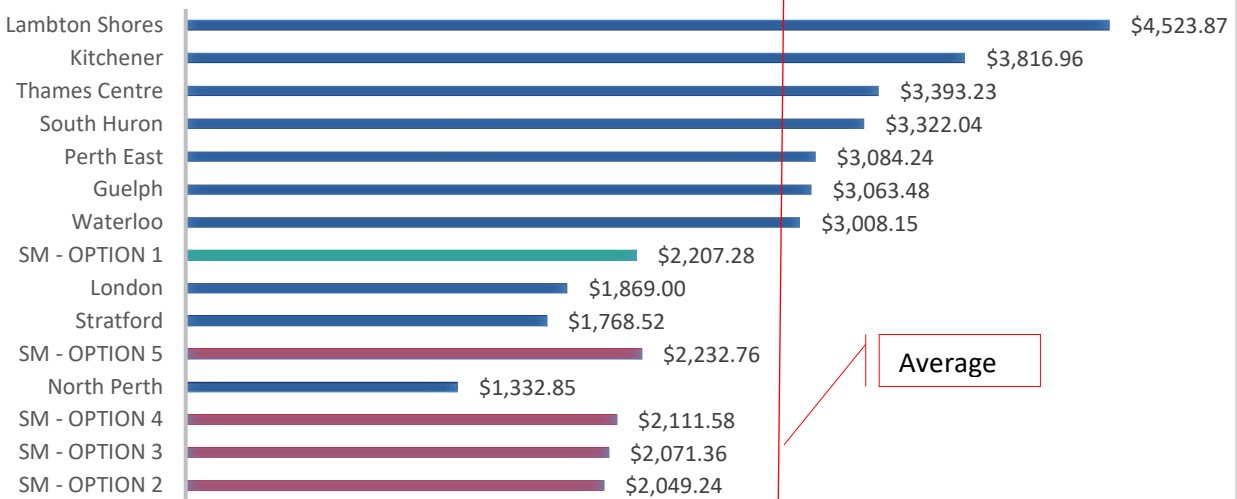
Billing Period Represented: 1-Month

Consumption Usage: 393 Cubic Metres

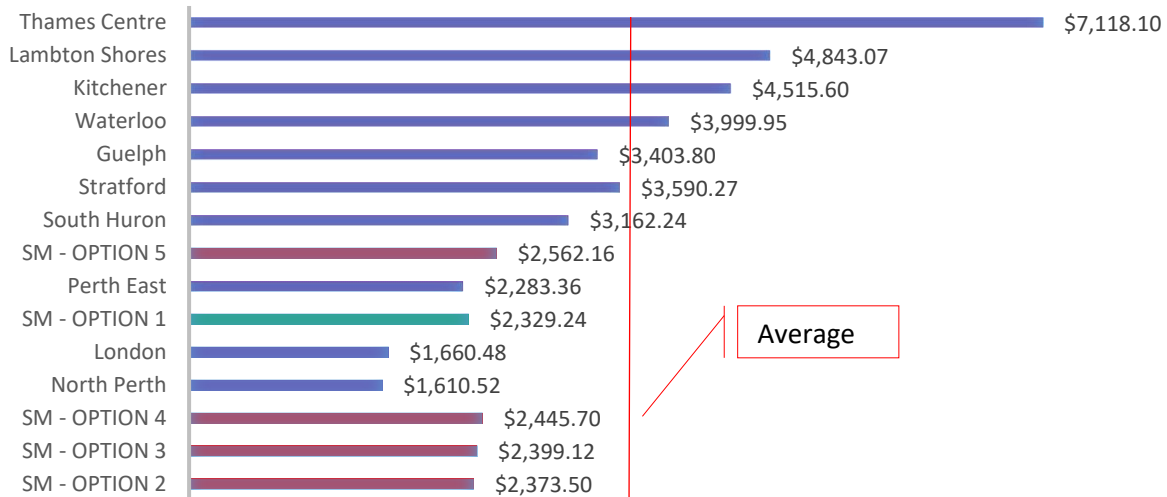
Details:

The average Tier II property in St. Marys users approximately 393 cubic metres of water each month. In order to accurately compare rates, a one month cycle was used, with base rates and usage adjusted accordingly. Rates for other Municipalities were calculated based on publically accessible information utilizing average usage for Tier represented.

WATER RATES REVIEW - TIER 3



WASTEWATER RATES REVIEW - TIER 3



NOTES:

Billing Period Represented: 1-Month

Consumption Usage: 1,704 Cubic Metres

Details:

The average Tier III property in St. Marys users approximately 1,704 cubic metres of water each month. In order to accurately compare rates, a one month cycle was used, with base rates and usage adjusted accordingly. Rates for other Municipalities were calculated based on publically accessible information utilizing average usage for Tier represented.

FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Grant Brouwer, Director of Building and Development
Date of Meeting:	21 November 2017
Subject:	DEV 36-2017 Sign By-law Update

PURPOSE

The purpose of this staff report is to report to Council on the results of the consultation with downtown property owners, business owners, and the BIA in regards to the Sign By-law infractions and enforcement issues.

RECOMMENDATION

THAT DEV 36-2017 Sign By-law Update be received for discussion; and,

THAT the Strategic Priorities Committee direct Staff to revise By-Law 33-2005, a by-law to prohibit and regulate signs and other advertising devices and the posting of notices on buildings or vacant lots within the Town of St. Marys.

BACKGROUND

At the March 21, 2017 regular Council meeting Council received a letter from the St Marys Heritage Committee outlining the Committee's dissatisfaction with the current enforcement of the Town's Sign By-law. Council directed staff to report back to Council with further information.

Resolution 2017-03-21-05

THAT staff report back with an education campaign of the Sign By-law Enforcement.

At the April 25, 2017 regular Council meeting, Council received DEV 10-2017 which outlined information related to sign by-law enforcement in the Town of St. Marys. Highlights from this report include:

- Unless there is an apparent health and safety concern, staff has historically enforced the Sign By-law through a complaint driven process, and has reacted to these complaints through a written process, much like the Town's Property Standards By-law.
- Staff conducted a tour of the Central Commercial District (CCD) on March 23, 2017 and cataloged all of the current signs. The CCD has approximately 84 signs of different shapes and forms;
 - of the 84 signs, only 33 have had permits issued
 - of the 84 signs, only 11 were installed prior to the sign by-law being in force in 2005
 - With the 51 signs that have no record of permits being issued, approximately 50% of them would pass the current bylaw leaving approximately 25 signs that would need to be replaced or a variance issued by Council. Common issues observed included:
 1. The business owner may have had a sign permit at one location, moved to a different address, and installed the same sign without applying for a permit

2. Signs in, on, or behind windows
3. All sidewalk signs (mainly not entering into an agreement with the Town)

Due to the high number of signs not compliant with the Town's Sign By-law, staff recommended in the report that the Town move to a proactive enforcement model. To address current non-compliances staff proposed a grace period to allow the Town to establish an information campaign to ensure each property and business owner understood the status of their sign and allow them time to apply for a sign permit.

Council received the report and provided the following direction to staff:

Resolution 2017-04-25-20

THAT Staff consult with the downtown property owners, business owners, and the BIA in regards to the Sign By-law infractions and enforcement issues with a report back to Council; and,

THAT Staff report back on an alternative approval process for sandwich boards.

REPORT

A public meeting was held on Thursday, June 1, 2017, in the Town Hall Auditorium, to gather comments on the Sign Bylaw from the BIA, property owners, and residents. Members of Council and approximately two dozen people attended. Throughout the course of the meeting some common themes emerged. These include:

1. Remove the requirement for an encroachment agreement for sandwich-board signs
2. Let the Store / Property Owners know the process / Develop a business license process
3. Make the process easier
4. Be proactive with enforcement of the bylaw
5. Update the Sign Bylaw (2005) to better match the Heritage Conservation District plan (2012)

Outside of the meeting, staff have also received other comments that suggested the Town not have a sign bylaw at all and allow property owners to manage their buildings as they see fit.

Based on the feedback received, it is staff's recommendation that minor revisions to the bylaw should be made. These would include, but not limited to, such revisions as the process requirements for sandwich-board signs, update language to match more recent policy (HCD Plan) and update consultation and approval process for sign permits. This by-law prohibits and regulates signs and other advertising devices and the posting of notices on buildings or vacant lots within the Town of St. Marys. Once the by-law is revised, at that time it would be appropriate to begin the proposed proactive enforcement of the new rules established by Council.

As a long term strategy, and working parallel with a more proactive enforcement program, the Corporate Services department (through Economic Development) is planning a more proactive approach to educating current and prospective business owners about the sign by-law requirements and processes. A Business Information Package, which will be beneficial to both prospective and new business / building owners, will contain information on a range of topics, including sign guidelines / applications.

Education on the by-law, guidelines, and processes can be delivered in many ways including: Town website; implementation of Business Registry; Business Update Newsletter; Business-to-Business events; BIA meetings; meeting with Realtors; doing a mock signage application to ensure that the process is as efficient as possible; and providing regular updates to all stakeholders. Specific products can include a 'Signs in St. Marys 101 Information Sheet'; an inventory of signs that meet the by-law and guidelines so that people can see what is expected; and a pictorial guide to show examples of good signage that would fit in St. Marys.

SUMMARY

This report was presented as a follow-up to the public meeting held for the Sign By-law on June 1, 2017. Based on Council's previous discussions and the feedback received from stakeholders, staff is recommending a comprehensive review and amendment to the sign by-law.

FINANCIAL IMPLICATIONS

Undetermined at this point.

STRATEGIC PLAN

- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
- Pillar #3 Balanced Growth
 - Outcome: A key to growth is to ensure a vibrant and sustainable commercial sector.
 - Tactic(s): Create a welcome wagon program for new businesses; website development; process of downtown revitalization
 - Pillar #5 Economic Development
 - Outcome: Emphasize culture as a key economic driver for the community
 - Tactic(s): Provide an attractive and well-functioning streetscape in the downtown core

OTHERS CONSULTED

BIA

Property Owners/Store Owners in the Core

Trisha McKibbin, Director of Cooperate Services / Deputy Clerk

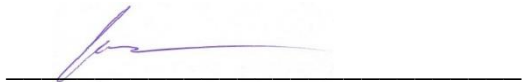
ATTACHMENTS

Staff report DEV 10-2017

Letter from the St Marys Heritage Committee February 22, 2017

REVIEWED BY

Recommended by the Department



Grant Brouwer
Director of Building and Development

Recommended by the CAO



Brent Kittmer
CAO / Clerk



FORMAL REPORT

To: Mayor Strathdee and Members of Council

From: Grant Brouwer, Director of Building and Development

Date of Meeting: 25 April 2017

Subject: **DEV 10-2017 Down Town Sign Bylaw Update.docx**

PURPOSE

The purpose of this staff report is update Council on the current enforcement of the Town's Sign By-law and provide suggestions to Council to help deal with examples of disregard of the sign by-law by both property and business owners in the Central Commercial District.

RECOMMENDATION

THAT Council directs Staff to move from complaint driven enforcement for Sign By-law 33-2005 to proactive enforcement for all areas of the Town of St. Marys, to commence June 1, 2017.

BACKGROUND

Council received a letter from the St Marys Heritage Committee (attached) on February 22, 2017 outlining the Committee's dissatisfaction with the current enforcement of the Town's Sign By-law. At the March 21, 2017 regular Council Meeting, Council asked Staff to bring back a report outlining an education campaign through resolution 2017-03-21-06.

REPORT

Historically staff has enforced the Sign By-law through a complaint driven process, and has reacted to these complaints through a written process, much like the Town's Property Standards By-law, unless there is an apparent health and safety concern.

Staff conducted a tour of the Central Commercial District (CCD) on March 23, 2017 and cataloged all of the current signs. The CCD has approximately 84 signs of different shapes and forms;

- of the 84 only 33 have had permits issued
- of the 84 only 11 were installed prior to 2005

With the 51 signs that we have no records of permits being issued, about 50% of them would pass the current bylaw leaving approximately 25 signs that would need to be replaced or a variance issued by Council. Some of the common issues that we noticed were:

1. The business owner may have had a sign permit at one location, and moved to a different address and installed the same sign and not applying for a permit
2. Signs in, on, or behind windows
3. All sidewalk signs (mainly not entering into an agreement with the Town)

Next Steps: based on the information discovered during the site tour, staff would recommend that the Town moves from its current enforcement method to a proactive enforcement model for the entire community, and not just the Core Commercial District. In speaking with the Culture & Economic Development Manager, it would be preferred to have a 30 day window to allow time for an information campaign prior to the proactive enforcement model coming into effect. Unless the Town has a record of a permit on file, business owners will need to show proof of a sign permit being issued for its current location.

The Building Department will work with Corporate Services Department on an information campaign to ensure that each business owner will receive a letter informing them of the status on the current sign allowing them ample opportunity to apply for the permit, prior to active enforcement taking place.

As a long term strategy, and working parallel with a more proactive enforcement program, Economic Development staff are planning a more proactive approach to educating current and prospective business owners about the sign by-law requirements. Stakeholders who need to be involved include: business owners, property owners, realtors, Town Staff, Town Council, Committees of Council, and partner organizations who deal with new businesses (e.g. CFDC, Stratford Perth Centre for Business). Education on the By-law, guidelines, and process can be delivered in many ways including: Town website, Business Update Newsletter, Business-to-Business events, BIA meetings, meeting with Realtors; doing a mock signage application to ensure that the process is as efficient as possible; and providing regular updates to all stakeholders. Specific products can include a Signs in St. Marys 101 Information Sheet; an inventory of signs that meet the By-law and guidelines so that people can see what is expected; and a pictorial guide to show examples of good signage that would fit in St. Marys.

SUMMARY

Due to the high number of signs not compliant with the Town's Sign By-law, staff is recommending the Town moves to a proactive enforcement model. Prior to proactive enforcement, the Town will establish an information campaign to ensure each property and business owner understand the status of their sign and allow them time to apply for a sign permit.

FINANCIAL IMPLICATIONS

Financial Implications will depend on the willingness of both the property and business owners to comply with the by-law. If the by-law is not complied with, the Town does have the right to enter upon the property and correct the non-compliant issue and collect expenses through municipal taxes as per Section 446 of the *Municipal Act*.

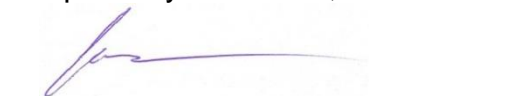
OTHERS CONSULTED

Trisha McKibbin, Director of Corporate Services / Deputy Clerk
Laurel Davies Snyder, Culture and Economic Development Manager

ATTACHMENTS

Letter from St. Marys Heritage Committee, dated February 22, 2017
Sign By-law 33-2005

Respectfully submitted,



Grant Brouwer
Director of Development and Planning



Brent Kittmer
CAO / Clerk

St. Marys Heritage Committee
P.O. Box 998
St. Marys, ON
N4X 1B6

February 22, 2017

Town Council
Town of St. Marys
P.O. Box 998
St. Marys, ON
N4X 1B6

Re: Sign By-law Enforcement in the Central Commercial District

It has come to our attention that the Town's Sign By-law is not being enforced. While many property and business owners do what is right by applying for sign permits as required by the by-law, there are numerous instances where signs are erected without permits or are not removed when businesses are no longer operating. It is not fair to the many property and business owners who make the effort to comply with the by-law requirements when other property and business owners flaunt the by-law. Lack of enforcement undermines the effectiveness of the by-law, which is intended to ensure that signs are not an eyesore and are not a safety hazard.

Now that Downtown St. Marys is a heritage district and has an attractive new streetscape (thanks to the excellent work carried out last summer), our advice to Town Council is that it is time to enforce the Town's Sign By-law. Property and business owners in the central commercial district should be reminded of the specific requirements of the Sign By-law and, in addition, should be reminded that they may be eligible to apply for Town grants with respect to the maintenance and repair of building heritage attributes and for facade improvements.

Thank you for your consideration of this matter.

Yours truly,


Paul R. King
On behalf of the St. Marys Heritage Committee

FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Brent Kittmer, CAO/Clerk
Date of Meeting:	21 November 2017
Subject:	CAO 42-2017 Discussion of 2018 Strategic Priorities

PURPOSE

The purpose of this report is for Council to continue their discussion from October 17, 2017 relating to strategic priorities for 2018. Staff is seeking direction from Council on which priorities should be advanced and receive specific attention within the 2018 calendar year.

RECOMMENDATION

THAT report CAO 42-2017 regarding 2018 strategic priorities be received for discussion and direction to staff.

BACKGROUND

On October 17, 2017 Council received report CAO 37-2017. This report presented the 2017 Strategic Plan Scorecard documenting the various initiatives completed in 2017 to advance the strategic plan. The report also asked Council to consider setting priorities for 2018 so that staff had direction on where to focus their work efforts. That discussion was not completed on October 17 and this report is presented as a means for Council to continue their discussion on 2018 priorities.

REPORT

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.

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.

Pillar	Priorities Identified by Staff
	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 and 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	Create 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

Pillar	Priorities Identified by Staff
	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:

Pillar	Direction of Council
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

In addition to the above, during the brief discussion on October 17, 2017 Council identified the following as priorities for 2018:

- Develop Accessibility Standards for municipal assets based on Federal, Provincial, and other local resources.

- Identify the flood wall, dam, and Mill Race Island repairs in the next steps for 2018 and beyond.
- A Crisis Communication Strategy be developed that includes a Social Media Strategy for emergency situations.
- A review of the Committee Structure be undertaken. This review should include the purpose of each Committee, the skill sets needed for each committee, and training required for committee members.
- A review of funding opportunities be completed to ensure that projects and initiatives are in a state of readiness and align with the Strategic Plan.

Cross-referencing the three lists, there are the following common priorities identified and could form the list of top-priority projects for 2018:

- Implement and operationalize the Perth4Youth Youth Based Strategic Plan.
- Floodwall, dam, and mill race repairs.
- Development of an inclusion policy and accessibility standards.
- Ensuring granting readiness for municipal projects.
- 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?
- Should the tactics noted on the common list above 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 advanced 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

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"> Asset management plan (AMP) developed and accepted by Council on March 7, 2017. 	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"> 	Ongoing infrastructure assessment and evaluation that is sensitive to growth trends	<ul style="list-style-type: none"> Ongoing per normal capital plan assessments and monthly development reviews. 	<ul style="list-style-type: none"> Continued implementation of infrastructure projects identified in the AMP in priority order. All infrastructure projects to be designed for AODA compliance and vetted by Accessibility Advisory Committee. Town Hall and Carnegie Library window refurbishments to occur in 2018. Flood wall repairs to be completed in 2018, mill race and dam maintenance to begin in 2019. Develop accessibility standards for Town assets based on available Federal, Provincial, and local resources.
		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"> Town Hall and Carnegie Library window assessments planned for completion in 2017. Historic Water Tower structural assessment in progress. Mill race dam structural assessment completed. Reconstruction of Library Stairs completed. Landscape design and beautification of Town Hall completed. Various minor capital maintenance (paining, mortar, etc.) completed to Town's heritage assets in 2017. 	
		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"> Direction to staff on March 7, 2017 to proceed with this analysis. 	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"> Accessibility Advisory Committee consulted on design of 2017 infrastructure projects. 			
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"> Asset management plan (AMP) developed and accepted by Council on March 7, 2017. 	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"> Capital plan developed consistent with AMP. Now drives the annual capital project listing. 2017 Capital Plan approved with an approximate \$8M spending on infrastructure renewal. 	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"> Added Annual Storm Water outlet monitoring to 2018 budget

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"> Funds approved for engineering in 2017. Engineering design in progress by BM Ross. 	Commence work on an updated water reservoir to meet provincial standards				<ul style="list-style-type: none"> Complete engineering design, and tender the water reservoir for the 2018 construction season.
		As an interim measure, promote effective water conservation.	<ul style="list-style-type: none"> Economy of Scale realized by parallel reconstruction of St. George including water main replacement 					
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"> Awarded the construction tender to McLean Taylor on March 21, 2017. 		<ul style="list-style-type: none"> Added water main crossing into scope of project for additional system redundancy 			<ul style="list-style-type: none"> Completion and commissioning of the bridge late fall 2017.
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"> Environmental assessment completed. Draft under review by MOE. 	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"> Report back on the findings of Council's requested waste audit.
		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"> Direction to staff on September 27, 2016 to proceed with a municipal waste audit. 					
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"> Approached local CLIC provider when constructing / redeveloping roads, adding crossing where direction boring would be difficult. Discussion with SWIFT fall 2017 	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"> Clean Water Waste Water Fund grant secured for engineering/design of a number of waste water projects. 2017 budget funds approved for the engineering design of 	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"> 2018 OCIF application for construction of the inlet works, odour control system and admin building at the WWTP. Seek out funding opportunities for

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			Wellington Street South as a construction-ready project.					Wellington Street South reconstruction. 2020 OCIF top up as a potential candidate. <ul style="list-style-type: none">Continue to scan funding opportunities to determine funding criteria, and ensure that qualifying projects in the strategic plan are advanced as funding is available.
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">Divested 121 Ontario Street (West Ward School) for the purposes of residential development (rentals).	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">Develop a comprehensive schedule of condition assessments of Town facilities, and create a detailed 15-year capital plan.
		Prepare and implement a seasonal inspection schedule.	<ul style="list-style-type: none">Condition assessment of old water tower completed, museum condition assessment pending.					

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"> Communications Plan adopted by Council on June 13, 2017. 	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"> Town has adopted a proactive communications approach that uses multiple outlets (media releases, social media, web and print) to reach a broader audience 	Monitor and evaluate the effectiveness of this approach and adjust accordingly.		<ul style="list-style-type: none"> Implementation of Council's preferred communications strategies to be budgeted for in 2018. Staff will formalize new communications approach by developing and implementing corporate-wide media relations and social media policies New, part-time Events Coordinator will work to enhance partnerships with local businesses, community groups and volunteers to improve event delivery
		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"> Conducted internal and external communications surveys to inform development of Communications Plan Revised Communications Plan adopted by Council on June 13, 2017. Improved the Town's overall communications presence through increased media releases, social media posts, and proactive communications campaigns. 	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"> 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 Initiated use of URL shortener (goo.gl) to track link clicks, page visits and points of access 	Measure community engagement, continue to seek new communication mediums, keep policies updated to meet new channels of communication.		<ul style="list-style-type: none"> Implementation of Council's preferred communications strategies to be budgeted for in 2018. Staff to explore greater use of web subscription service as a tool for delivering content directly to users. Development of a formalized crisis communications strategy for emergency situations, including integration of real-time social media.
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"> Internal and external engagement survey completed as a part of the revised Communications Plan adopted by Council on June 13, 2017. 	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"> Development of key messages for Town marketing and positioning as a part of the Economic Development portfolio's responsibilities in implementing the

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		Develop measurement tools to assess effectiveness of public communications; review regularly with a view to reputation management.	<ul style="list-style-type: none"> Revised Communication Plans adopted by Council on June 13, 2017 with this as a key recommendation. 	Build "positioning" into the role description of senior management.	<ul style="list-style-type: none"> Positioning, marketing, and their relationship to Tourism have been delegated to the Economic Development portfolio. 	Be an active partner in the region to advance the municipality's strategic priorities	<ul style="list-style-type: none"> 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. 	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"> Revised Communications Plan adopted by Council on June 13, 2017 with this as a key recommendation. 					
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"> 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). 	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"> Renewed 2017 Tourism-Oriented Directional Signage Contracts. RED Grant submitted for the creation of a wayfinding signage strategy. Created "Visit Beautiful St. Marys" advertising banners. 	Keep wayfinding approaches current with new opportunities, legislative requirements, and technologies.		<ul style="list-style-type: none"> Delivery of a wayfinding signage strategy Development of Tourism Plan which formally establishes a unique and compelling tourism identity.
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"> Revised Communications Plan adopted by Council on June 13, 2017 with this as a key recommendation. More frequent and effective use of corporate Facebook and Twitter accounts has resulted in steady growth of audience since mid-2016 	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"> Consolidation of some social media accounts, as recommended by the Communications Plan Creation and implementation of corporate social media policy Training sessions for non-Communications staff who are tasked with posting and monitoring social media content

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		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"> Have met with local media to establish a relationship with Communications Staff. Increased the number of media releases issued by the Town which are now actively picked up and printed by regional media outlets. 	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"> Creation and implementation of corporate media relations policy Media relations training sessions for Senior Leadership Team
Community Events Promotion	<p>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.</p> <p>Develop a new event, or re-brand and re-envision an existing event, to be the “signature” St. Marys event.</p>	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"> Post Event Surveys distributed to vendors seeking feedback and recommendations for future events (Heritage Festival, Car Show) 	<ul style="list-style-type: none"> Review of existing events inventory against the Town's resources to be able to deliver events. Continue to work with Service Clubs local partners to find the most efficient methods of delivering community events. Establish a more effective/reliable approach to recruiting volunteers for Town events (in cooperation with Volunteer Coordinator) Recruitment of Event Coordinator
						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"> Successfully delivered the Canada 150 celebration at Cadzow Park. Published various advertising and promotional materials for Town and community events. Reallocated current budget to create part-time Events Coordinator position to help grow/improve current event offerings 	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"> Process of pre-consultation with potential developers implemented with a goal of discussion common needs. Official Plan review underway to update and modernize Town planning policies. 	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"> 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). Completion of the Official Plan Review.
		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"> Hard infrastructure forecasting completed as a part of the 2017 Development Charges Review. 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. 			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"> 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. Capital investment in the municipal Child Care centre to ensure access to infant, toddler, and pre-school child care for families. 	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"> Research of the Perth4Youth initiatives and development of implementation plans. 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. Create a youth council through the Youth Centre that will meet town council every 6months
		Establish a youth advisory council to ensure issues important to young people	<ul style="list-style-type: none"> Improved youth engagement tactics implemented, 					

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	<div>including regular meetings with youth.</div> <ul style="list-style-type: none">Improved participation in the youth centre board.Improved equipment and new supplies attracted a lot more youth.Regular meetings setup with all local schools and principals.New policies and proceduresCreated partnership with Community Living to do additional staff training.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.					<ul style="list-style-type: none">Create a partnership with the BIA and look to host a job fair.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.Look for additional ways to engage and approach youth grade 9-12.Seek corporate sponsorship to help fund new programming and supplies.
Industrial Strategy	<div>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.</div> <div>Increased focused on industry retention as part of the overall strategy.</div>	Actively seek out new industrial partners.	<ul style="list-style-type: none">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.Acted in a support role to assist Cascades with the development of their shipping expansion to the local facility.	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">Creation a land inventory of available industrial and commercial lands in St. Marys.Creation of a "Welcome to St. Marys" package for new businesses.
		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"> Local small business support is provided through the Stratford Perth Small Business Centre. 	Identify local business development mentors.		<ul style="list-style-type: none"> 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. Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration). Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.
		Business-to-Business networking events	<ul style="list-style-type: none"> St. Marys focused business networking event hosted in June 2017. Joint business networking event hosted with Perth South in October of 2017. 	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"> Inaugural business celebration hosted in November 2016. 	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"> Business Visitation program initiated and in progress. Monthly business and industry focused newsletter initiated. Provided support from the Town and through OMAFRA for the BIA strategic planning exercise. 	Youth & entrepreneur program.	<ul style="list-style-type: none"> 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. 	Integrate new businesses in long term development plan		
		Celebrate local business	<ul style="list-style-type: none"> Inaugural business celebration hosted in November 2016. 	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"> Re-established meetings of the Perth South/St. Marys Joint Economic Development committee, with a key focus on youth. 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. Partnered with OMAFRA and Cascades to offer a manufacturing day celebration for youth 	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">Numerous tactics and achievements implemented as documented under the "Recreation and Culture Pillar", "Downtown Revitalization Plan" priority below.					

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"> Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. 	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"> 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).
				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"> Key recommendation of the recreation master plan is to develop an Accommodation Policy. 			
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"> 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. 	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"> 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. 	<ul style="list-style-type: none"> Creation of a Business Plan for the PRC to implement the revenue generating and cost cutting recommendations outlined in the Recreation Master Plan.
				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"> 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. 			
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"> Streetscape designed to AODA standards for the 2016 reconstruction project. 	New development should conform to the existing heritage aesthetic as per either the Heritage Conservation District Plan	<ul style="list-style-type: none"> Sign by-law review undertaken to ensure that the heritage aesthetic of the core is maintained. 	Complete final phase of integration of waterfront with downtown core as per waterfront integration plan (below)		<ul style="list-style-type: none"> Bike parking area planned for the west end of the downtown core near

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"> Invested in landscape design of Town Hall plaza to make it place for causal gathering. Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic. 	or the new cultural initiatives approach.				<p>Water/Queen Intersection.</p> <ul style="list-style-type: none"> 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 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.
		Offer incentives to new businesses to occupy vacant storefronts.	<ul style="list-style-type: none"> Introduced the Heritage Tax Rebate program to incentivize commercial spaces, on the condition that the space is occupied. 	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"> Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD 			
		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"> Continued support of the Heritage Grant and Façade Improvement grants as tactics to incentivize building improvements within the HCD and core commercial district. Introduced the Heritage Tax Rebate program to incentivize occupied commercial and new residential spaces in the HCD. 	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"> Supported the increased use of space at the VIA station for the "Station Gallery and Studios". 			
		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"> Supported budget funds for and additional portable washroom in the core. Opened the Town Hall public washroom for 24/7 access. 			

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"> Reviewed parks capital maintenance needs during preparation of the 2018 capital budget. 	Actively include the parks in marketing and promotion.		Ensure Milt Dunnell Park remains the central focus for community events. Continue to seek opportunities to add to its profile.		<ul style="list-style-type: none"> Cadzow Park splash pad to be tendered and constructed in 2018 (pending budget approval). Reviewing options for constructing a pavilion with the Lions Club. The Club's preferred timeline is 2018. Continuing to seek out a partner for the minor amphitheatre at Cadzow Park. 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.
		Preserve Cadzow Park as a quiet, residential, family-oriented park.	<ul style="list-style-type: none"> Invested in accessible playground upgrades at Cadzow. Approved a partnership with the Rotary Club for a new splashpad at Cadzow. Provided preliminary authorization of the Town's investment of \$150,000. Approved a partnership with the Lions Club for a pavilion at Cadzow Park 	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"> Adopted a preferred park design which included long term construction of a minor amphitheatre at the Cadzow Park. 	
		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"> Worked with Car Show participants to re-direct the car show to Milt Dunnell Park. 	Investigate implementing a Forestry and Tree Management policy for the Town.	<ul style="list-style-type: none"> Direction provided to staff to research and present a draft forestry policy to Council. Supported an "education first" approach to manage various issues impacting Sparling Bush. 			
		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"> 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. 	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"> Utilization of wayfinding signage to assist with the integration of the waterfront into the downtown
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"> Preliminary investigative discussions held with Farmer's Market 	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">Development of a draft community grant policy for implementation prior to the 2019 budget process.
		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">Streetscape designed to AODA standards for the 2016 reconstruction project.Invested in landscape design of Town Hall plaza to make it place for causal gathering.Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic.	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">Sign by-law review undertaken to ensure that the heritage aesthetic of the core is maintained.	Complete final phase of integration of waterfront with downtown core as per waterfront integration plan (below)		<ul style="list-style-type: none">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 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.
		Offer incentives to new businesses to occupy vacant storefronts.	<ul style="list-style-type: none">Introduced the Heritage Tax Rebate program to incentivize commercial spaces, on the condition that the space is occupied.	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">Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD			
		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">Continued support of the Heritage Grant and Façade Improvement grants as tactics to incentivize building improvements within the HCD and core commercial district.Introduced the Heritage Tax Rebate program to incentivize	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">Supported the increased use of space at the VIA station for the "Station Gallery and Studios".			

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"> Supported budget funds for and additional portable washroom in the core. Opened the Town Hall public washroom for 24/7 access. 			
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"> Local small business support is provided through the Stratford Perth Small Business Centre. 	Identify local business development mentors.		<ul style="list-style-type: none"> 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. Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration). Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.
		Business-to-Business networking events	<ul style="list-style-type: none"> St. Marys focused business networking event hosted in June 2017. Joint business networking event hosted with Perth South in October of 2017. 	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"> Inaugural business celebration hosted in November 2016 	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"> Business Visitation program initiated and in progress. Monthly business and industry focused newsletter initiated. Provided support from the Town and through OMAFRA for the BIA strategic planning exercise. 	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"> Re-constituted meetings of the Perth South/St. Marys Joint Economic Development committee with a key focus on youth initiatives. 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. 	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"> 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. Acted in a support role to assist Cascades with the development of their shipping expansion to the local facility. 	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"> Creation a land inventory of available industrial and commercial lands in St. Marys. Creation of a "Welcome to St. Marys" package for new businesses.
		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"> Streetscape designed to AODA standards for the 2016 reconstruction project. Invested in landscape design of Town Hall plaza to make it place for causal gathering. Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic. 	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"> Communication Plan adopted by Council on June 13, 2017. 	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"> Implementation of Council's preferred communications strategies to be budgeted for in 2018. Development of tactics Positioning and Key Messages to be led by Economic Development portfolio. Creation of a Wayfinding Signage Strategy (RED Funded).
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"> 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. Re-constituted meetings of the Perth South/St. Marys Joint Economic Development committee with a key focus on youth initiatives. 	Review and measure economic development initiatives on a midterm basis.				<ul style="list-style-type: none"> Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration). Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.
		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"> St. Marys focused business networking event hosted in June 2017. Joint business networking event hosted with Perth South in October of 2017. 					
		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"> 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. 	Address infrastructure needs to best ensure development capacity.	<ul style="list-style-type: none"> Hard infrastructure forecasting completed as a part of the 2017 Development Charges Review. 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. 2017 Capital Plan approved with an approximate \$8M spending on infrastructure renewal. 			<ul style="list-style-type: none"> 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. Zoning By-Law review planned for 2019.
		Encourage businesses to convert second-storey spaces into rentals.	<ul style="list-style-type: none"> Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD. 	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"> Met with the Conservation Authority to determine the possibility an options for increased residential development in the Downtown Core. Approved a number of infill development proposals throughout 2017. 					
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"> Study on best practices in policy 	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"> Divested 121 Ontario Street (West Ward School) for the purposes of residential development (rentals). 					