



MINUTES
Strategic Priorities Committee

April 16, 2019
9:00 am
Council Chambers, Town Hall

Council Present: Mayor Strathdee
Councillor Craigmile
Councillor Edney
Councillor Hainer
Councillor Pridham
Councillor Winter

Council Regrets: Councillor Luna

Staff Present: Brent Kittmer, CAO / Clerk
Richard Anderson, Director of Emergency Services / Fire Chief
(arrived at 12:30pm)
Grant Brouwer, Director of Building and Development (departed at
11:50am)
Trisha McKibbin, Director of Corporate Services
Stephanie Ische, Director of Community Services (departed at
12:00pm)
Jed Kelly, Director of Public Works (departed at 11:02am)
Kelly Deeks-Johnson, Economic Development Manager
Jenna McCartney, Deputy Clerk

1. CALL TO ORDER

Chair Strathdee called the meeting to order at 9:00 am.

2. DECLARATIONS OF PECUNIARY INTEREST

None declared.

3. AMENDMENTS AND APPROVAL OF THE AGENDA

Resolution 2019-04-16-01

Moved By: Councillor Craigmile

Seconded By: Councillor Edney

THAT the April 16, 2019 Strategic Priorities Committee agenda be accepted as presented.

CARRIED

4. DELEGATIONS AND PRESENTATIONS

None.

5. STRATEGIC PRIORITIES REVIEW

5.1 CAO 32-2019 Discussion Council's Strategic Priorities

Brent Kittmer spoke to CAO 32-2019 report, and walked Council through a discussion of their priorities for 2019 and the term. Mayor Strathdee asked each Councillor to review their vision and priorities for the Corporation.

A lengthy conversation regarding both strategic and corporate priorities followed.

At the conclusion of the discussion, the following strategic priorities and their associated tactics were agreed upon:

- i. Infrastructure
 - Sustain the Town's current approach to proactive maintenance and rehabilitation of assets.
 - Conduct a session to review and prioritize assets so that limited capital and maintenance funds can be directed appropriately.
- ii. Serviced Industrial Land
 - Complete the process of investigating land options, and develop a conceptual design for the preferred option.
- iii. Actively Implement the Tourism pillar of the Culture and Tourism Plan
 - Promote the Downtown as a key face of the community. Determine the identity and taglines for the Downtown, with a focus to marketing what the downtown is and what is going on so that visitors can "Experience St. Marys". As a part of this definition of identity, the cultural aesthetic of the downtown will need to be blended with the business side of the downtown.
 - Embrace culture as a key driver of the tourism strategy. Review and determine what makes St. Marys a special place to visit (i.e. artists, CBHFM, etc.) then promote our unique niches and why people should come and invest.

- Put an added focus on partnerships with the City of Stratford and the Festival. Develop a day trip program that is widely marketed, but with specific effort placed on advertising and marketing to tourists visiting Stratford.
- iv. Business Attraction, Retention, Expansion
- Research the idea of hiring head hunters to market and fill empty spaces in the downtown.
 - Research and develop policy/by-law options for Council to manage long term vacancy in the downtown core. This can include options for promoting the space, and standards enforcement.
 - As a part of the Tourism and attraction strategy, actively market the business side of the downtown so that visitors know what businesses and services exist within the core.
 - Work as an active partner to the St. Marys BIA to sustain a positive relationship, providing support where and when it is appropriate.
 - Complete a review of the Town's by-law and enforcement approach to unlicensed home based businesses. Include in this review an analysis of the impact to downtown business owners.
- v. Public Art
- Position the Town as the driver of this project, with the BIA as a key supporter.
 - By the June 25, 2019 Council meeting, report back on key concepts for Public Art so that the procurement process can begin immediately after.
- vi. Attainable Housing
- Take all steps within the Town's authority to create as much supply as possible.
 - Review areas and properties where tiny home and/or modular home developments would be appropriate; embrace and actively promote the ability to develop secondary dwelling units and research new or innovative ways to allow property owners to create secondary units on their property.
 - Through the Official Plan review, review and identify properties that would be appropriate for the creation property specific policies regarding intensification, higher density, and price point for dwelling sales.

- Create an Official Plan that is clean and practical, that supports the creation of attainable housing, and removes the potential for unrealistic barriers to development of attainable housing.

At the conclusion of the discussion, the following list of community concerns for review and other corporate priorities were agreed upon:

- Complete a Service Delivery Review as a proactive step to develop strategies to manage the impact of expected funding cuts from the province.
- Report back on the pedestrian lights in the downtown core, including public concerns, actions taken to date, and possible solutions.
- Install signage to better delineate the sidewalk at Tim Hortons, and take any other steps necessary to improve visibility of pedestrians on the sidewalk.
- As a part of the ongoing park naturalization research, consider creating an area for residents to transplant tree seedlings from their property.
- Be prepared to take on an active role as an advocate for local services if they are impacted by proposed Provincial budget cuts.

Resolution 2019-04-16-02

Moved By: Councillor Winter

Seconded By: Councillor Edney

THAT report CAO 32-2019 regarding Council's strategic priorities be received for discussion and direction to staff; and

THAT the Committee recommends to Council:

THAT Council adopt the 2018 Strategic Plan Scorecard as amended.

CARRIED

The Committee took a brief recess at 11:02am.

Chair Stratthdee called the meeting back to order at 11:12am.

5.2 COR 08-2019 Culture and Tourism Strategy

Trisha McKibbin and Kelly Deeks-Johnson spoke to COR 08-2019 report and responded to questions from the Committee.

Ms. McKibbin provided further explanation for the vision of Milt Dunnell Field and the need to rebrand the park with attention on the waterfront opportunities.

Ms. McKibbin and Ms. Deeks-Johnson outlined the following opportunities available for immediate implementation:

- identifying the multiple target audiences related to tourism
- choosing a brand that the Town wants to push out to the public
- exploring partnership opportunities for events and programming
- increase social media outlets
- leveraging partnership with Stratford Tourism Alliance for St. Marys direct benefits

The Committee sought feedback from Staff about dovetailing with the tourism market within Stratford and finding ways to draw tourists to St. Marys during their visits.

The Committee was interested to learn more about ideas to target different segments of the tourism market that blend well with the many niche markets available within St. Marys.

Ms. McKibbin explained the next steps of the Strategy and stated that a work plan would be forthcoming.

Resolution 2019-04-16-03

Moved By: Councillor Edney

Seconded By: Councillor Pridham

THAT COR 08-2019 Culture and Tourism Strategy Report be received for discussion and direction to staff; and

THAT the Committee recommends to Council:

THAT Council adopts the 2019 Culture and Tourism Strategy as amended.

CARRIED

The Committee took a brief recess at 11:57am.

Chair Strathdee called the meeting back to order at 12:42pm.

5.3 FD 06-2019 St. Marys Fire Master Plan

Fire Chief Anderson spoke to FD 06-2019 report and responded to questions from the Committee.

The Committee embarked on a fulsome conversation about the vision that has risen from the Plan. Chief Anderson identified a number of services that are offered by the Fire Department and explained that the Plan must outline the level of service that can be provided by the Department based on the capabilities of the team.

The Committee requested that Chief Anderson revise the plan to identify the priority of each staffing resource that he has recommended.

Resolution 2019-04-16-04

Moved By: Councillor Winter

Seconded By: Councillor Pridham

THAT FD 06-2019 St. Marys Fire Master Plan be received for discussion and direction to staff; and

THAT the Committee recommends to Council:

THAT Council adopts the St. Marys Fire Master Plan as amended.

CARRIED

6. NEXT MEETING

Mayor Strathdee reviewed the upcoming meeting as presented on the agenda.

7. ADJOURNMENT

Resolution 2019-04-16-05

Moved By: Councillor Hainer

Seconded By: Councillor Craigmile

THAT this meeting of the Strategic Priorities Committee adjourn at 1:35 pm.

CARRIED

Al Strathdee, Mayor

Brent Kittmer, CAO / Clerk