



AGENDA
Strategic Priorities Committee

October 15, 2019

9:00 am

Council Chambers, Town Hall
175 Queen Street East, St. Marys

Pages

1. **CALL TO ORDER**
2. **DECLARATIONS OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF THE AGENDA**

RECOMMENDATION

THAT the October 15, 2019 Strategic Priorities Committee agenda be accepted as presented.

4. **DELEGATIONS AND PRESENTATIONS**

None

5. STRATEGIC PRIORITIES REVIEW

5.1 FIN 16-2019 Treasurer's Fiscal Health Report

4

RECOMMENDATION

THAT FIN 16-2019 Treasurer's Fiscal Health Report be received for information; and

THAT the Strategic Priorities Committee recommends to Council:

THAT staff be directed to prepare an annual report outlining the latest Town financial ratios and indicators including a 5 year trend and present to Council on an annual basis;

THAT staff be directed to create a reserve policy to guide reserve and reserve fund objectives and goals;

THAT staff be directed to develop an asset management action plan and long term financial strategy to achieve the action plan;

THAT staff be directed to prepare a report in 2020 that analyzes the targeted residential property tax share and strategies to mitigate erosion of the non-residential tax base and present to Council; and

THAT staff be directed to work with the Senior Management Team and Council to identify a group of comparable municipalities and prepare an expenditure benchmarking policy.

5.2 FIN 17-2019 2020 Pre-Budget Report

64

RECOMMENDATION

THAT FIN 17-2019 2020 Pre-Budget report be received for information.

5.3 CAO 56-2019 Strategic Plan Annual Report and 2020 Council Priorities Review

72

RECOMMENDATION

THAT CAO 56-2019 Strategic Plan Annual Report and 2020 Council Priorities Review be received for information and discussion.

6. NEXT MEETING

****Strategic Priorities Committee meetings on hiatus until March 17, 2020.**

November 19, 2019 - 9:00 am, Council Chambers

- 2020 Capital Pre-Budget Approval

7. ADJOURNMENT

RECOMMENDATION

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



FORMAL REPORT

To: Chair Stratthdee and Members of Strategic Priorities Committee

Prepared by: André Morin, Director of Finance / Treasurer

Date of Meeting: 15 October 2019

Subject: **FIN 016-2019 Treasurer's Fiscal Health Report**

PURPOSE

To provide Council with an opinion on the current state of the Town of St. Marys' Fiscal Health

RECOMMENDATION

THAT FIN 16-2019 Treasurer's Fiscal Health Report be received for information; and

THAT the Strategic Priorities Committee recommends to Council:

THAT staff be directed to prepare an annual report outlining the latest Town financial ratios and indicators including a 5 year trend and present to Council on an annual basis;

THAT staff be directed to create a reserve policy to guide reserve and reserve fund objectives and goals;

THAT staff be directed to develop an asset management action plan and long term financial strategy to achieve the action plan;

THAT staff be directed to prepare a report in 2020 that analyzes the targeted residential property tax share and strategies to mitigate erosion of the non-residential tax base and present to Council; and

THAT staff be directed to work with the Senior Management Team and Council to identify a group of comparable municipalities and prepare an expenditure benchmarking policy.

REPORT

The detailed report is attached and will be presented to the Strategic Priorities Committee. Within the report are the following recommendations:

| | |
|------------------|---|
| RECOMMENDATION 1 | Annually provide Council a report outlining the latest Town financial ratios/indicator s and 5 year trend |
| RECOMMENDATION 2 | Create a reserve policy to guide reserve and reserve fund objectives and goals |
| RECOMMENDATION 3 | Finance work closely with the Asset Management/Engineering Specialist to develop an Asset Management action plan and long term financial strategy |
| RECOMMENDATION 4 | The Treasurer provide a report to Council in 2020 to analyze the targeted residential property tax share and strategies to mitigate erosion of the non-residential tax base |

| | |
|------------------|---|
| RECOMMENDATION 5 | The Treasurer work with SMT and Council to identify a group of comparable municipalities and prepare an annual comparison of property taxes |
| RECOMMENDATION 6 | The Treasurer work with SMT and Council to identify a group of comparable municipalities and prepare an expenditure benchmarking policy |

SUMMARY

Based on my review, the Town of St. Marys has a positive fiscal health.

The Town has a strong balance sheet with solid cash flows and healthy reserves. The cost of long term debt is slightly higher and less flexible than desired, but the capacity has been properly built into the annual budget. The infrastructure deficit is a long term challenge that, properly managed, can be sustainably reduced. There is a caveat; the Town is small, with finite funding sources and municipalities face many risks and challenges moving forward. One or two negative financial challenges or decisions could greatly impact the fiscal health of the Municipality moving forward. The key to remaining financially sustainable will be continued strategic and long term decision making, while remaining flexible enough to deal with future financial hurdles.

STRATEGIC PLAN

☒ Not applicable to this report.


OTHERS CONSULTED

ATTACHMENTS

Fiscal Health Report


REVIEWED BY

Recommended by the Department



André Morin
Director of Finance / Treasurer

Recommended by the CAO



Brent Kittmer
CAO / Clerk



FISCAL HEALTH REPORT

October 2019

André Morin, Director of Finance/Treasurer



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INTRODUCTION AND OPINION

Firstly, it must be mentioned that municipalities are charged with providing services for the betterment of the community; most of those services are not revenue-neutral.

There is no magic formula in determining the fiscal health of a municipality. While municipalities in Ontario are all regulated the same (with the exception of Toronto), each municipality is unique in what services it provides, how it provides those services, and how it funds those services. There are some guidelines established by the Ministry of Municipal Affairs and Housing; as well, there are traditional financial tools and ratios that help identify the fiscal health of a municipality.

This was not meant to be an exhaustive review, but rather it was a high level exercise to provide Council with a general opinion based on my experience within the municipal finance sector.

My financial review included an analysis of the following financial components:

- Financial Ratios/Indicators
- Assets – namely tangible capital assets
- Liabilities – concentrating on long term debt
- Accumulated Surplus – reserves/reserve funds
- Revenue
- Expenditures
- Risk and Challenges

In my review, I utilized the following sources of information:

- St. Marys Audited Financial Statements
- St. Marys Financial Information Return (FIR)– 2009 – 2010
- Ministry of Municipal Affairs FIR database
- BMA Management Consulting 2018 Municipal Study

Based on my review, the Town of St. Marys has a positive fiscal health. The Town has a strong balance sheet with solid cash flows and healthy reserves. The cost of long term debt is slightly higher and less flexible than desired, but the capacity has been properly built into the annual budget. The infrastructure deficit is a long term challenge that, properly managed, can be sustainably reduced. There is a caveat; the Town is small, with finite funding sources and municipalities face many risks and challenges moving forward. One or two negative financial challenges or decisions could greatly impact the fiscal health of the Municipality moving forward. The key to remaining financially sustainable will be continued strategic and long term decision making, while remaining flexible enough to deal with future financial hurdles.

AUDITED FINANCIAL STATEMENTS

Audited Financial Statements are a key resource in determining the fiscal health of any organization.

Municipal audited financial statements must also contain the municipality's share of all local boards and entities owned and/or controlled by the municipality – this is referred to as consolidation. For the Town of St. Marys, the consolidation will include the following:

- St. Marys Public Library Board
- St. Marys Police Services Board
- St. Marys BIA (Business Improvement Area)
- Perth District Health Unit (Proportionately Shared – 2018 – 8.9%)
- Spruce Lodge (Proportionately Shared – 2018 – 7.2%)

Each municipality in Ontario must also file a Financial Information Return (FIR) with the Ministry of Municipal Affairs and Housing (MMAH) each year based on the audited financial statements.

Under the *Municipal Act* of Ontario section 294.1 a municipality shall, for each fiscal year (January 1 – December 31), prepare annual financial statements for the municipality in accordance with generally accepted accounting principles for local governments as recommended, from time by time, by the Public Sector Accounting Board (PSAB).

Further section 296 (1) states a municipality shall appoint an auditor licensed under the *Public Account Act*, 2004 who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit.

The financial statements are presented to Council annually by the Town's auditor. Any discrepancies, misstatements, or risks identified are raised during the annual presentation. There have been no notable risks or misstatements raised over the last 3 years.

| CORPORATION OF THE TOWN OF ST. MARYS CONSOLIDATED STATEMENT OF FINANCIAL POSITION | | | |
|--|----------------------|----------------------|--|
| As at December 31 | 2018 | 2017 | |
| FINANCIAL ASSETS | | | |
| Cash | 4,345,133 | 4,407,321 | |
| Investments | 9,651,376 | 9,771,800 | |
| Taxes receivable | 585,529 | 576,794 | |
| Trade and other receivables | 1,823,465 | 1,785,432 | |
| | <u>16,375,807</u> | <u>16,535,327</u> | |
| LIABILITIES | | | |
| Accounts payable and accrued liabilities | 3,532,807 | 3,482,405 | |
| Deferred revenue - obligatory reserve funds (note 5) | 1,778,045 | 1,431,238 | |
| Landfill closure and post-closure liability (note 5) | 488,821 | 685,821 | |
| Municipal debt (note 7) | 8,715,141 | 8,568,489 | |
| | <u>14,604,814</u> | <u>14,167,953</u> | |
| NET FINANCIAL ASSETS | \$ 1,770,993 | \$ 2,367,374 | |
| NON-FINANCIAL ASSETS | | | |
| Tangible capital assets, net (note 8) | 86,006,617 | 81,348,048 | |
| Inventory and prepaid expenses | 37,484 | 41,510 | |
| ACCUMULATED SURPLUS (note 9) | \$ 87,748,144 | \$ 82,823,430 | |
| The accompanying notes are an integral part of this financial statement | | | |

[Town of St. Marys Financial Statements - online](#)

FINANCIAL RATIOS

Analysis of financial statements is performed using industry standard financial ratios - The Ministry of Municipal Affairs and Housing has developed two sets of meaningful municipal financial ratios/indicators; along with recommended risk levels:

Sustainability Ratios/Indicators:

These financial indicators measure a municipality's ability to manage its current service and financial commitments.

| TOWN OF ST. MARYS - SUSTAINABILITY INDICATORS | | | | | | | |
|---|--------|-------|-------|-------|-------|--------------------|--|
| Ratio/Indicator | 2013 | 2014 | 2015 | 2016 | 2017 | 2017 South Average | Risk Level |
| Total Taxes Receivable less Allowance for Uncollectible as a % of Total Taxes Levied | 4.2% | 4.9% | 5.0% | 4.6% | 4.1% | 6.4% | Low: < 10% Mod: 10% to 15% High: > 15% |
| Net Financial Assets or Net Debt as % of Own Purpose Taxation, User Fees and Service Charges | -21.3% | -3.7% | 9.5% | 10.4% | 7.0% | -12.4% | Low: > -50% Mod: -50% to -100% High: < -100% |
| Total Reserves & Discretionary Reserve Funds as a % of Municipal Expenses | 47.6% | 52.4% | 60.4% | 60.8% | 56.3% | 39.6% | Low: > 20% Mod: 10% to 20% High: < 10% |
| Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) | 2.55 | 3.24 | 3.56 | 1.97 | 1.28 | 1.78 | Low: > 0.5:1 Mod: 0.5:1 to 0.25:1 High: < 0.25:1 |

All of the sustainability indicators for the Town are within the low risk guidelines identified by the Ministry of Municipal Affairs and Housing. Furthermore, all are healthier than the South Ontario averages, with the exception of the Cash Ratio whereby the Town slipped below the average in 2017, but remains well within the low risk level. The Town of St. Marys' 5 year trend from 2013 to 2017 does not indicate any financial concerns.

Flexibility Ratios/Indicators:

These ratios/indicators provide insight on how the municipality manages its finances and its ability to respond to adverse financial constraints.

| TOWN OF ST. MARYS - FLEXIBILITY INDICATORS | | | | | | | |
|--|-------|-------|-------|-------|-------|--------------------|--|
| Ratio/Indicator | 2013 | 2014 | 2015 | 2016 | 2017 | 2017 South Average | Risk Level |
| Debt Servicing Cost as a % of Total Revenues | 5.9% | 6.1% | 5.4% | 5.4% | 5.1% | 4.7% | Low: < 5% Mod: 5% to 10% High: > 10% |
| Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) | 28.9% | 30.0% | 31.4% | 31.7% | 31.9% | 41.5% | Low: < 50% Mod: 50% to 75% High: > 75% |
| Annual Surplus/(Deficit) as a % of Own Purpose Taxation, User Fees and Service Charges (Operating Surplus Ratio) | 11.6% | 9.8% | 16.5% | 16.8% | 21.5% | 17.6% | Low: > -1% Mod: - 1% to - 30% High: < -30% |

The Town's Debt Servicing cost is slightly above the Southern Ontario average and is within the moderate risk level. The 5 year trend has been positive. The Asset Consumption Ratio and Operating Surplus Ratio are both very positive and well within low risk tolerances.

RECOMMENDATION 1: Annually provide Council a report outlining the latest Town financial Ratios/Indicators and 5 year trend

CAPITAL ASSETS, LONG TERM DEBT AND RESERVES

The two most frequently asked questions by Councils and Senior Staff when determining the fiscal health of a municipality are:

- Do we have adequate reserves?
- Do we have too much debt?

These questions are difficult to answer and it really depends on various factors; most important being the current state of your capital assets. This very simple analogy of a person's life provides some insights:

- Young Adult: Lots of debt (mortgage, loans, etc.)
No/very little savings
- Middle Aged: Moderate debt
Moderate savings
- Older Adult: No/very little debt
Adequate savings

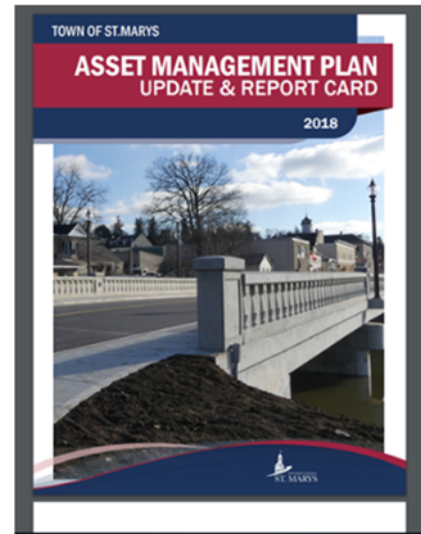
This analogy helps theorize the concept between assets, debt, and reserves; however, its gets a little more complicated. First, a municipal serves a diverse community with different needs and in different phases of their lives. Secondly, a municipality lives forever (at least that is the goal) and have many different services/assets at varying stages in their lifecycle.

As such, reserves and debt cannot be evaluated individually. Furthermore, the state and condition of the assets must be taken into account; as well as an understanding of what assets are needed in the future to provide services to the public. The Town's asset management plan (AMP) is an important part of the equation.

Assets and Asset Management

The 2018 balance sheet identifies the Town's net tangible capital assets at just over \$86 Million. Further broken down, our assets have a total historical cost of \$123 Million with accumulated amortization (depreciation) of \$37 Million; providing the net amount of \$86 Million. Financial statements take a historical view of the costs, amortized (depreciated) over the estimated life of the asset.

The asset management plan (AMP) attempts to identify where each of the Town's over 10,000 assets are within their lifecycle and what the cost of renewing or replacing those assets will be in the future. While it is difficult to determine what services the Town may provide in 50 – 100 years and how changes in innovation and technology might impact services and costs, the AMP provides a high level guide to good decision making and fiscal management.



[Town of St. Marys AMP - online](#)

| Financial Statements | | Asset Management Plan | |
|----------------------|----------------|----------------------------|----------------|
| Total Asset Costs | \$ 123,695,000 | Total Replacement Cost | \$ 219,000,000 |
| Annual Amortization | \$ 2,301,000 | Annual Investment Required | \$ 4,425,524 |
| Funding Deficit | \$ - | Funding Deficit | \$ (1,086,848) |

**Based on 2018 AMP Update - Includes tax funded and rate funded assets*

As shown above, the AMP shows a much different picture than the financial statements. Managing the AMP funding deficit can be achieved in several ways:

- Reviewing the Town's service levels and assets required to provide those services
- Implementing operational objectives to obtain more efficient lifecycle costs
- Increase funding sources – grants, reserves (tax), user fees, and debt

Reserves and Reserve Funds

The Town sets money aside annually to fund future expenses and liabilities, these funds are placed into reserves or reserve funds:

Reserves: A reserve is surplus funds Council allocates to specific future needs. Examples of reserves the Town has are working capital, equipment replacement, general capital and industrial lands.

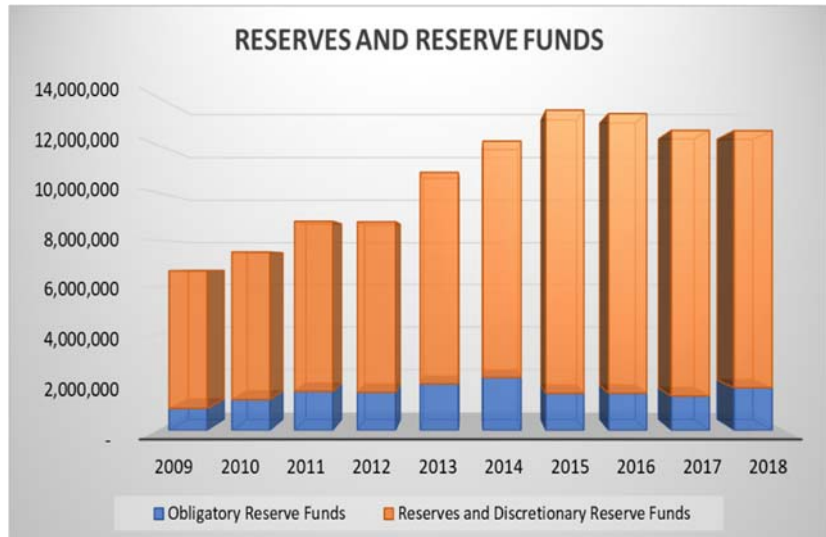
Discretionary Reserve Funds:

These are similar to reserves, set up at the discretion of Council, but the funds are held in a separate account and earn investment income. Examples of discretionary reserve funds are PUC fund and fire equipment.

Obligatory Reserve Funds:

These funds are set aside for a distinct purpose mandated by legislation or funding agreements. These are also held in separate accounts and earn investment income. Some examples are federal gas tax, cemetery perpetual care, and development charges.

The Town has been able to increase its reserves substantially over the last number of years. Much of the increase in reserves and reserve funds is dedicated to fund future capital – asset management.



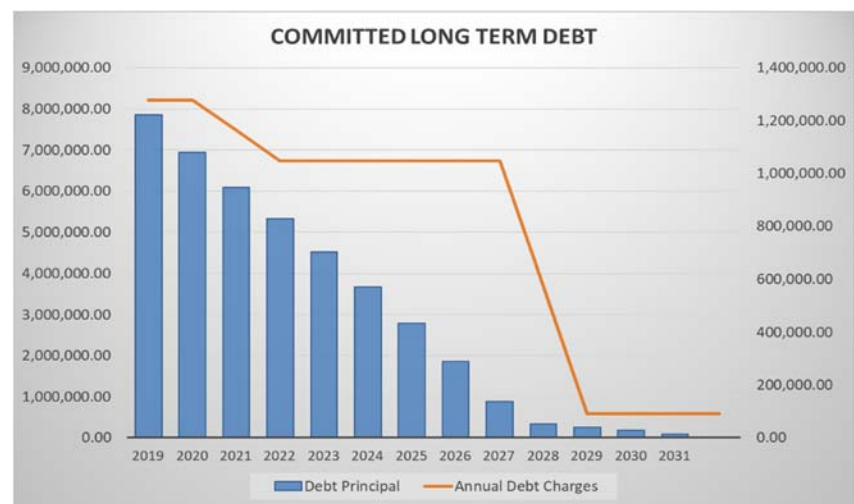
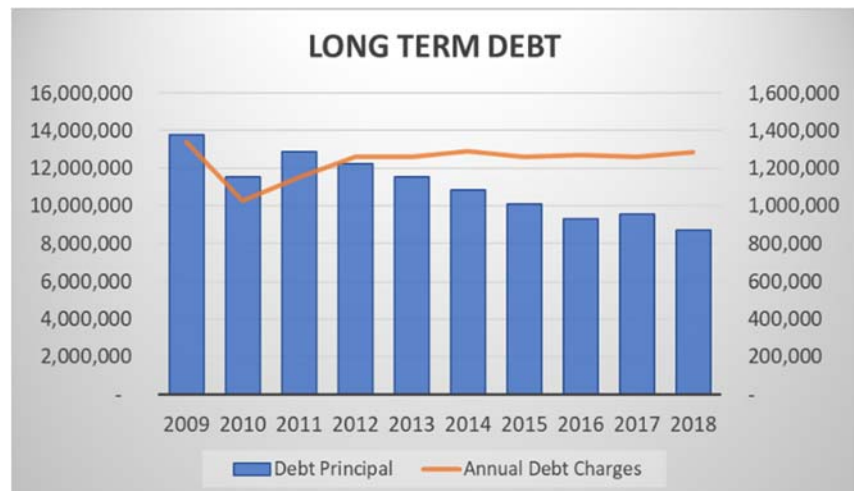
RECOMMENDATION 2: Create a reserve policy to guide reserve and reserve fund objectives and goals

Debt

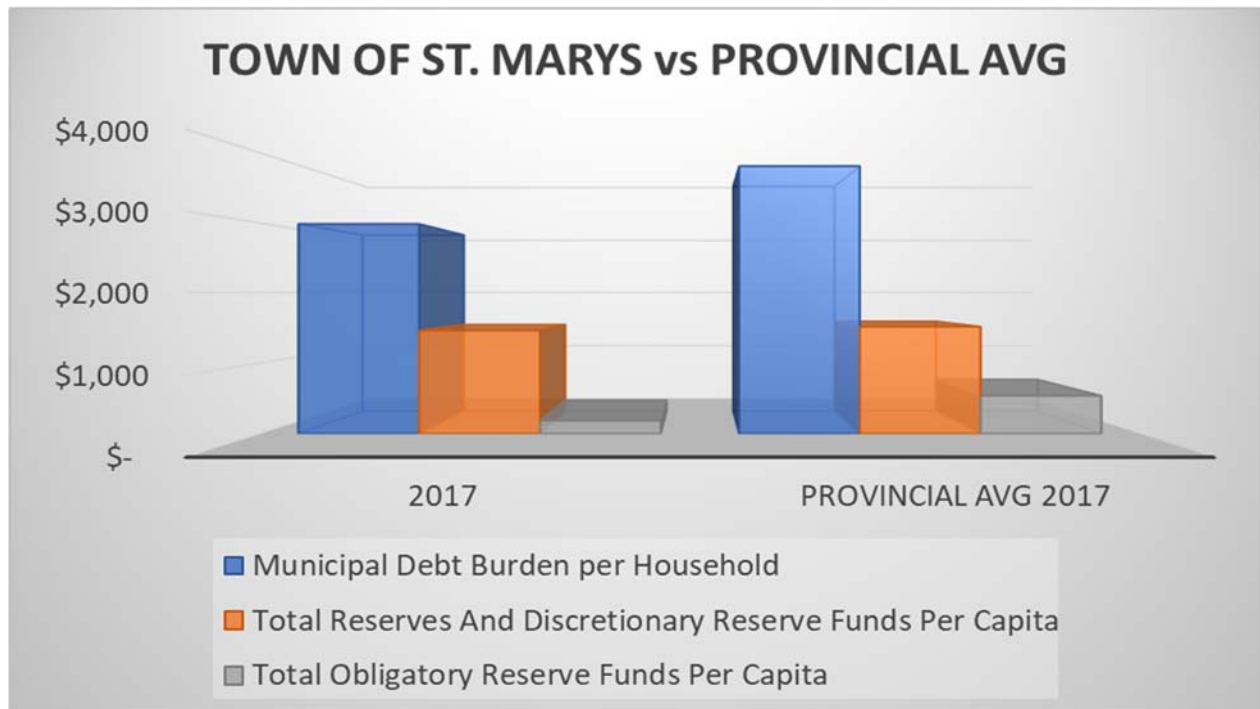
Debt is an important financing tool to fund capital infrastructure and helps match the cost to the users benefiting from that asset. Having said that, there is an added annual interest expense and the municipality is committed to a liability for a long period of time. As such, debt needs to be used wisely and in conjunction with long term strategies to ensure flexibility is available when required. At the end of 2018, St. Marys' long term debt was approximately \$8.7 Million with annual principal and interest charges of \$1.28 Million. The Municipal Act sets an Annual Repayment Limit (ARL) setting a cap on annual debt payments a municipality can make. The 2018 ARL for the Town of St. Marys is \$5.268 Million – the Town is well within the ministry guideline for annual debt payments.

Over the last 10 years, the Town annual debt charges have remained fairly stable and outstanding debt principal has consistently decreased.

Moving forward, the Town has a consistent annual debt charge commitment until 2027, with a large drop thereafter. The challenge this presents is the current debt is not flexible and does not provide any opportunity to take on more capital debt without an increase to the tax or rate levy. On the other hand, from a long term perspective, the Town will have an opportunity to leverage the decrease in 2028 to manage the infrastructure shortfall previously discussed.



While every municipality is unique, comparisons can help determine if any concerns need to be analyzed. The chart below compares the 2017 debt burden per household and reserves per capita between the Town and the provincial average of all 444 Ontario municipalities.



The obligatory reserve funds per capita are lower than the provincial average, which is due to higher development charges reserve funds in many larger centres. Otherwise, comparatively speaking, the Town's debt and reserve levels are encouraging from a comparative perspective.

Back to the original questions posed:

- Do we have adequate reserves?
- Do we have too much debt?

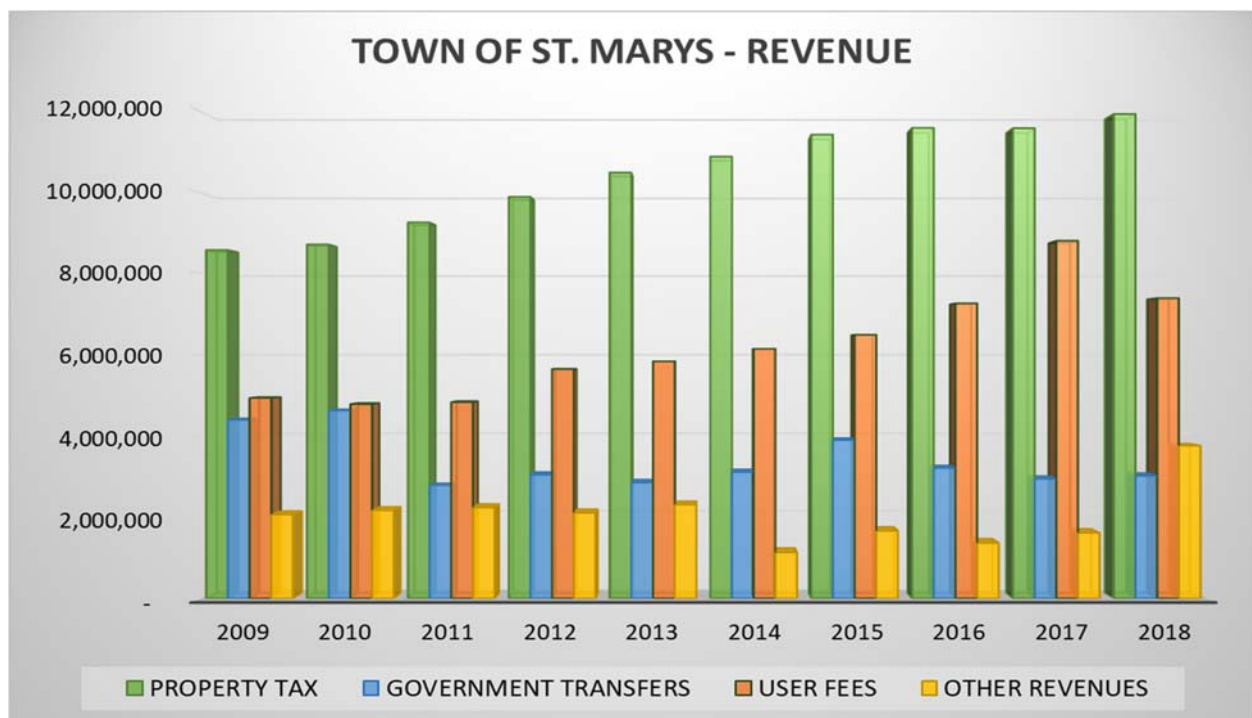
The Town is trending in the right direction and certainly has taken proper steps to build its reserves, manage its debt, and understand its infrastructure deficit. More work will be needed in 2020 to better quantify asset management needs and create a long term financial strategy.

RECOMMENDATION 3: Finance work closely with the Asset Management /Engineering Specialist to develop an Asset Management action plan and long term financial strategy

REVENUE

The Town of St. Marys, like most Ontario municipalities, has four main sources of revenue to fund the public services it provides:

- Property Tax
- User Fees
- Government Transfers
- Other Revenue (Licenses, Fines/Penalties, Donations, etc.)



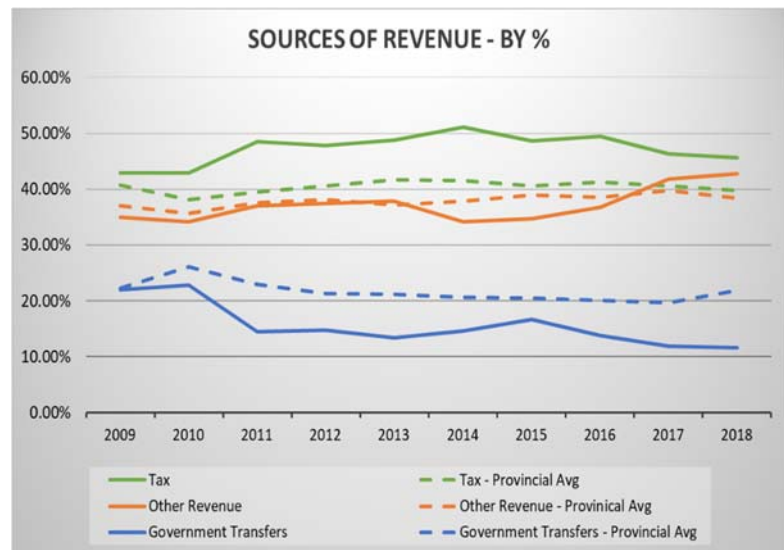
Property taxes and user fees have gradually increased since 2009. Note the spike in user fees in 2017 was due to the contribution of assets from the assumption of a sub-division. Other revenues have fluctuated but remain stable – again, a spike in 2018 was due to a developer contribution of assumed assets. Conversely, government transfers have decreased since 2009, and accounted for approximately 12% of the Town’s revenue in 2018 (22% in 2009).

While the reduction in government transfers creates a funding challenge; a lower reliance on unknown government transfers makes the Town more self-sustaining. From a financial analysis perspective, the Town’s ability to enhance its financial sustainability amidst lower government transfers provides better level of assurance and confidence of remaining fiscally viable moving forward.

Comparing St. Marys to the rest of the province does show some interesting trends:

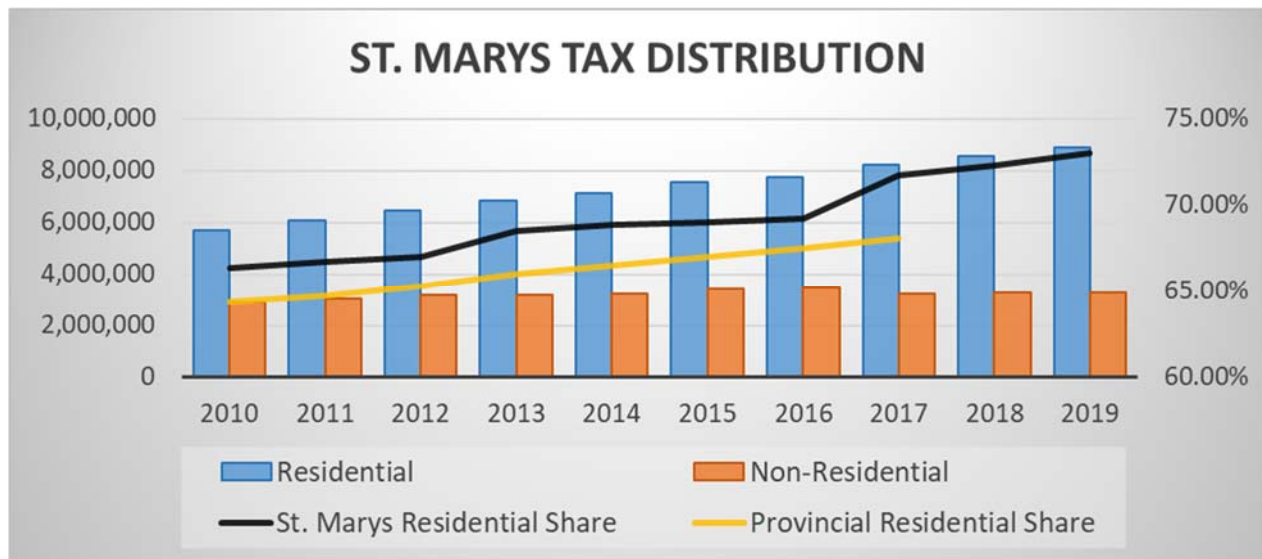
Property Tax – Over the past 10 years, St. Marys' reliance on property taxes has slightly increased from approximately 43% to just over 45%. Provincially, the trend has remained fairly stable at 40%.

Other Revenue (includes user fees) – The Town's reliance on other revenue and user fees has increased from 35% in 2009 to almost 43% in 2018. The contribution of developer assets in 2017 and 2018 impact the results – other revenue and user fees are closer to 39% of our revenues when removing developer contributions. Again, provincially the trend has remained fairly static over 10 years at approximately 38%.



Government Transfers – Certainly 2009/2010 saw a high volume of infrastructure funding for municipalities. Since that time, the Town's reliance on government transfers has substantially declined from 26% to 11.5%. Interestingly, provincially there was a dip, but government transfers in 2018 still accounted for 22% of total revenues – very close to the 2009 levels.

A Closer look at Property Taxes:



The above table demonstrates that as the Town's reliance on property tax has grown, it has mostly been funded by the residential sector. There are three contributing factors to this:

- Majority of growth in St. Marys has been within the Residential class
- Across Ontario, commercial and industrial assessments have decreased – St. Marys in no exception
- St. Marys has lowered its Multi-Residential tax ratio from approximately 1.8 to 1.1 creating a shift onto the Residential class

In 2019, 73% of the municipal property taxes were from the residential class, in comparison to 66% in 2009. This trend is consistent with what is occurring across the province; albeit, St. Marys' residential property tax reliance has consistently trended 2 – 3% above the provincial average.

RECOMMENDATION 4: The Treasurer provide a report to Council in 2020 to analyze the targeted residential property tax share and strategies to mitigate erosion of the non-residential tax base

If the residential class in St. Marys is paying a greater burden; are residential property taxes in St. Marys higher than average? Comparing property taxes is not as easy as simply comparing property tax rates. Property taxes are made up of 3 main components: municipal property tax rate, education property tax rate, and assessment – and within those components different variables exist. As such, comparing only tax rates does not provide an accurate comparison.

The proper data is not publicly available to perform a true analysis, however, the BMA study does provide some insights for the 119 municipalities that participated in their 2018 study.

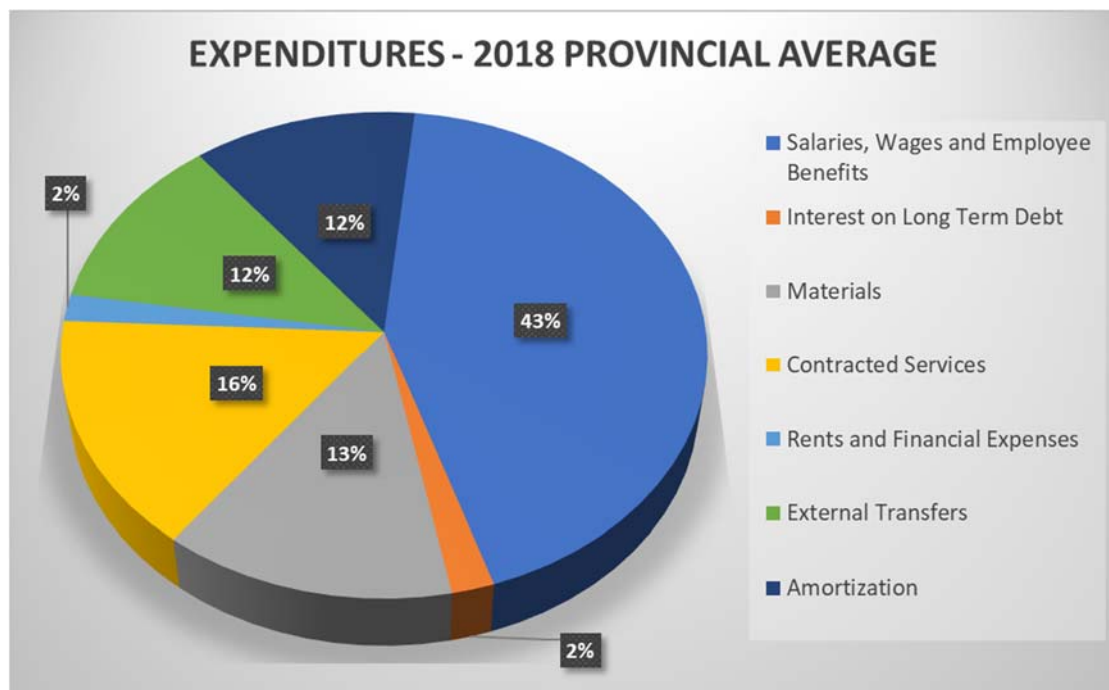
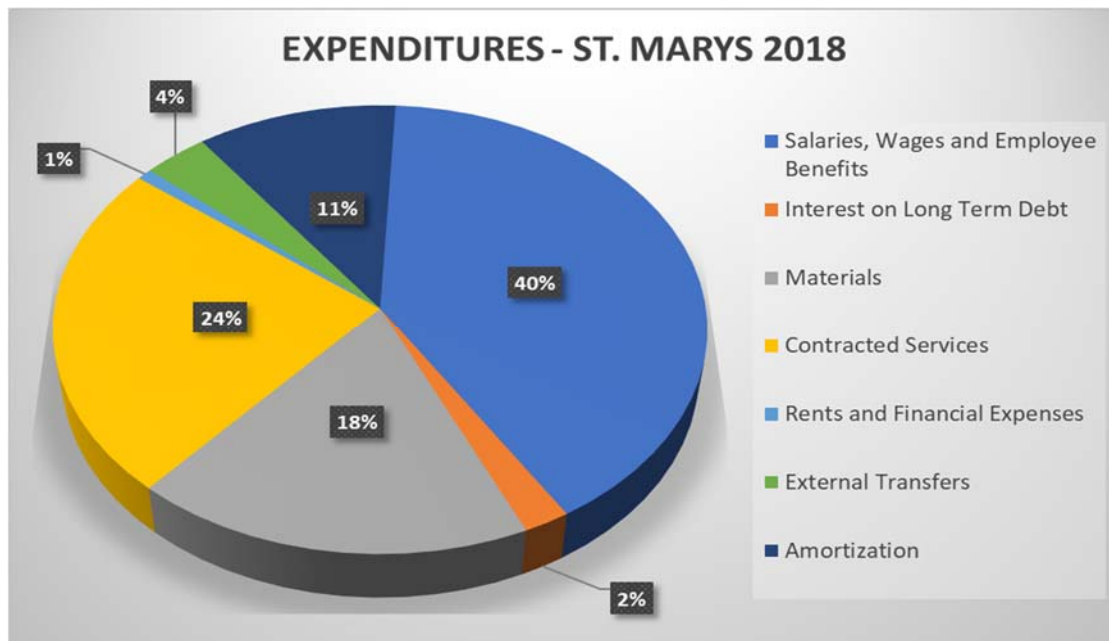
| 2018 BMA Study Review | | | |
|-----------------------|--|-----------|-------------------|
| Municipal Service | | St. Marys | BMA Study Average |
| 1 | Net Municipal Levy per Capita | \$1,510 | \$1,527 |
| 2 | Average Property Tax - Residential Detached Bungalow | \$3,277 | \$3,397 |
| 3 | Residential Property Taxes as a % of Household Income | 4.1% | 3.8% |
| 4 | Total Municipal Burden (Taxes & Water/Wastewater) as a % of Household Income | 5.2% | 4.9% |

In all four highlighted study areas, St. Marys ranks in the middle tier. Slightly higher than average when household income is considered.

RECOMMENDATION 5: The Treasurer work with SMT and Council to identify a group of comparable municipalities and prepare an annual comparison of property taxes

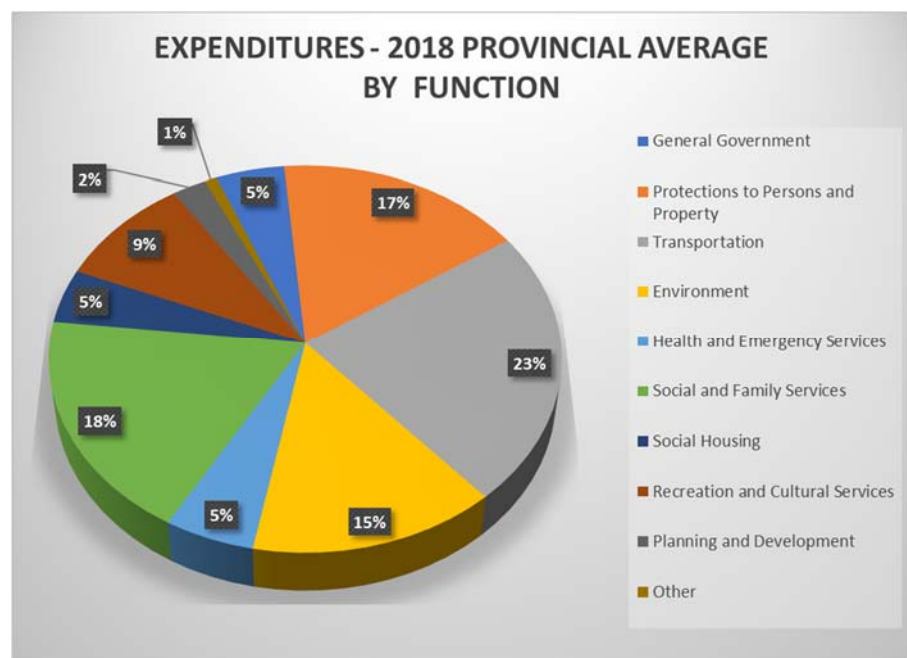
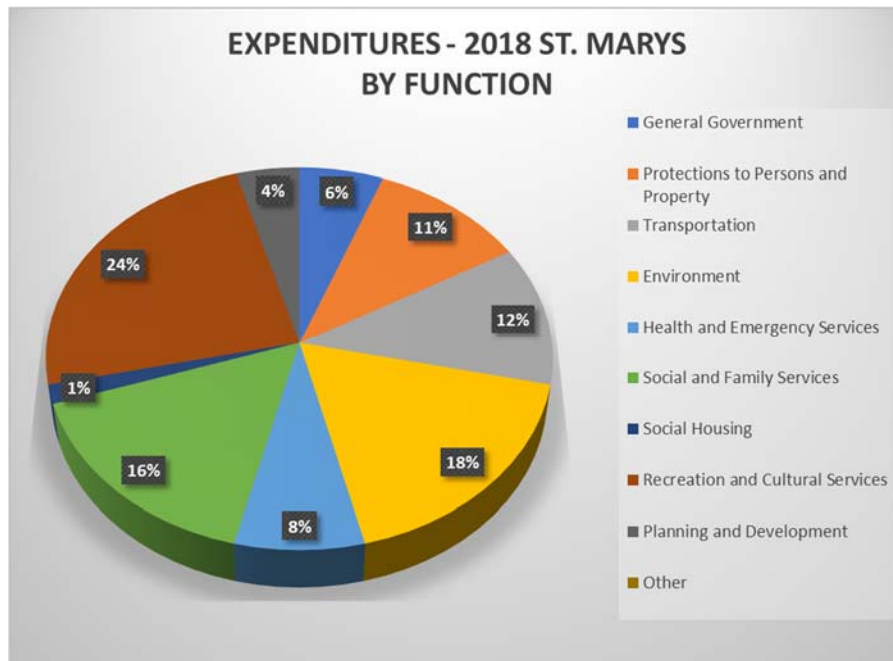
EXPENDITURES

Municipalities are responsible for providing a wide range of services to its citizens. As such, employee costs make up the bulk of the annual operating expenses.



The proportionate share of the expenditures in St. Marys is fairly aligned with those across Ontario. A few differences exist in external transfers, contracted services, and materials. It appears, in comparison to the average, St. Marys is performing more work internally versus using external agencies. A portion of the variance is also related to some municipal FIR data not being completed using the proportionate consolidation approach.

Expenditures were also reviewed by function (program):



St. Marys does spend, on average, more on Recreation and Cultural services.

There are two areas where St. Marys spends much less than the average. Protection to Persons and Property – operating as a volunteer fire service is the main factor influencing this difference. Transportation – a big portion of the variance in this area is cost of conventional transit services not offered in St. Marys.

Comparing expenditures between municipalities is a difficult task as there are many variables: size of municipality, service level, geography, internal procedures, allocation of administrative costs, etc. However, targeting benchmarking can be an important tool to ensure costs are in line with the industry and ensure best practices are being applied. Currently, the Town does not perform any benchmarking with the exception of participating in the annual BMA study; a study conducted by BMA Management Consultants Inc. using FIR data to compare municipalities that subscribe for the program. Below is a comparison of costs per capita between St. Marys and the BMA study average (119 municipalities):

Areas highlighted in green indicate where St. Marys cost per capita is lower than the study average, red indicates a higher cost per capita.

These are very high level comparisons and a deeper analysis would be required to determine the rationale for differences and if any opportunities exist. In some comparison, the Town of St. Marys simply has a higher level of service; for example, most municipalities do not operate a municipal childcare centre.

| 2018 BMA Study Review | | | |
|-----------------------|------------------------------|-----------------|-------------------|
| | | Cost Per Capita | |
| Municipal Service | | St. Marys | BMA Study Average |
| 1 | General Government | \$149 | \$118 |
| 2 | Fire | \$42 | \$88 |
| 3 | Police | \$143 | \$196 |
| 4 | Roadways Paved | \$181 | \$192 |
| 5 | Streetlighting | \$19 | \$13 |
| 6 | Waste Collection | -\$5 | \$9 |
| 7 | Waste Disposal | -\$10 | \$35 |
| 8 | Child Care | \$33 | \$16 |
| 9 | Parks | \$59 | \$45 |
| 10 | Recreation Programming | \$64 | \$21 |
| 11 | Library | \$68 | \$35 |
| 12 | Museum | \$19 | \$15 |
| 13 | Planning | \$35 | \$18 |
| 14 | Building Permit & Inspection | \$24 | \$15 |

RECOMMENDATION 6: The Treasurer work with SMT and Council to identify a group of comparable municipalities and prepare an expenditure benchmarking policy

RISKS & CHALLENGES

Being a small single tier municipality brings many benefits and opportunities to St. Marys making it the great community it is today. The municipality is in a solid financial position, but there are many factors that can have an immediate and negative impact on its financial well being. Below are some risks/challenges that have been identified through this review:

Property Tax Risk:

- The Town of St. Marys relies on property taxes for 45% of its revenue. Of the approximate 3,200 properties with the Town, 7 properties account for 17% of the total property taxes collected. Two of those properties are currently under assessment appeal.
- Non-residential property taxes are stagnant, increasing the burden onto the residential class.

Government Transfers:

- Government transfers have been decreasing and expected to continue to drop. While the municipality may sustain funding cuts operationally, it will be difficult to manage the infrastructure deficit without assistance from our government partners.

Infrastructure Deficit:

- The infrastructure deficit is the most critical risk facing municipalities today. The addition of new assets must be done strategically to ensure not to further increase the deficit.

Municipal Challenges:

- Rising housing costs across the country are increasing the cost of living. This has impact on the affordability of property taxes and other municipal fees and charges.

Manage Growth:

- While growth can be very positive; we must be prudent on how growth will impact the municipal cost of providing services moving forward. While the theory of growth pays for growth exists, due to current regulations, this is not necessarily always the case.

SUMMARY OF RECOMMENDATIONS

| | |
|-------------------------|---|
| RECOMMENDATION 1 | Annually provide Council a report outlining the latest Town financial ratios/indicator s and 5 year trend |
| RECOMMENDATION 2 | Create a reserve policy to guide reserve and reserve fund objectives and goals |
| RECOMMENDATION 3 | Finance work closely with the Asset Management/Engineering Specialist to develop an Asset Management action plan and long term financial strategy |
| RECOMMENDATION 4 | The Treasurer provide a report to Council in 2020 to analyze the targeted residential property tax share and strategies to mitigate erosion of the non-residential tax base |
| RECOMMENDATION 5 | The Treasurer work with SMT and Council to identify a group of comparable municipalities and prepare an annual comparison of property taxes |
| RECOMMENDATION 6 | The Treasurer work with SMT and Council to identify a group of comparable municipalities and prepare an expenditure benchmarking policy |

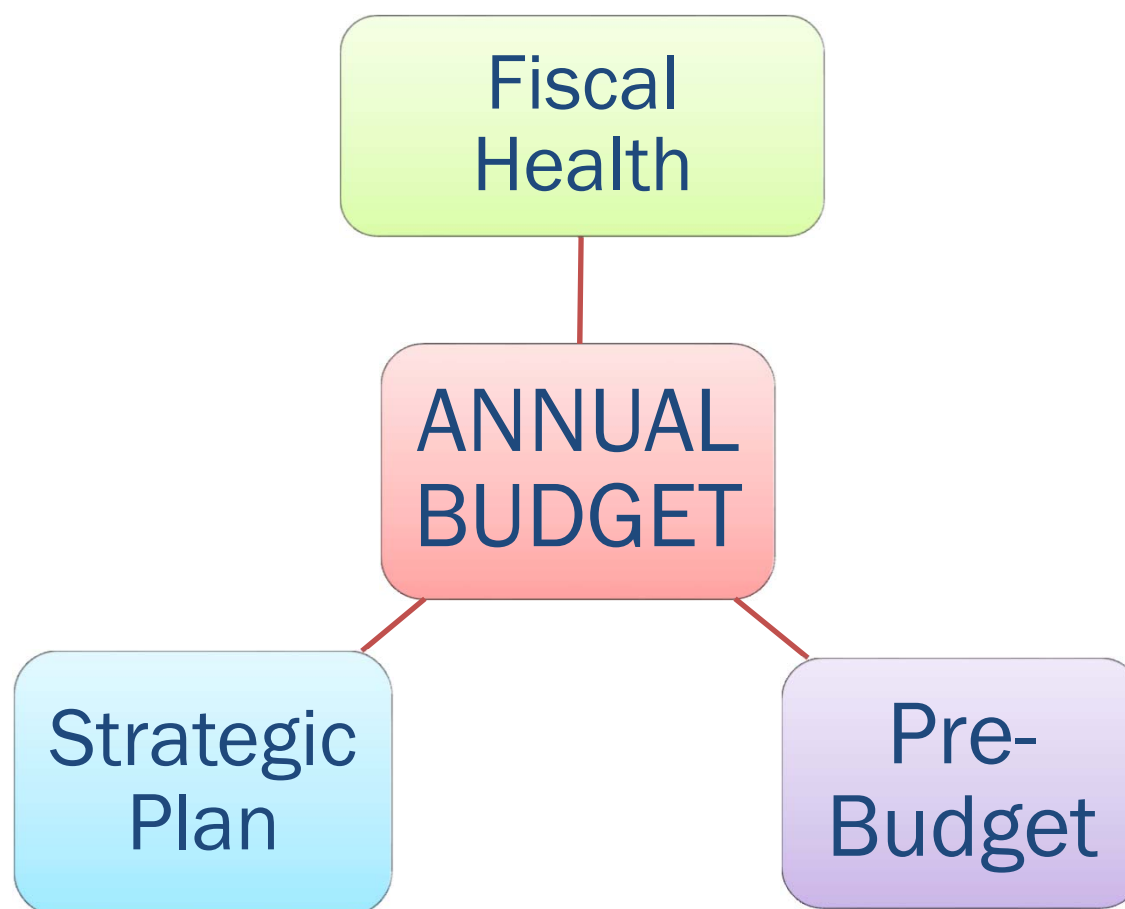
FISCAL HEALTH REPORT 2020 PRE-BUDGET STRATEGIC PLAN ANNUAL REPORT

Brent Kittmer, CAO/Clerk

André Morin, Director of Finance/Treasurer

October 15, 2019





Leading Question



“Council is expected to pass the budget at the end of March 2020, when the budget is passed, what does Council believe an acceptable average tax rate increase is?”

FISCAL HEALTH REPORT

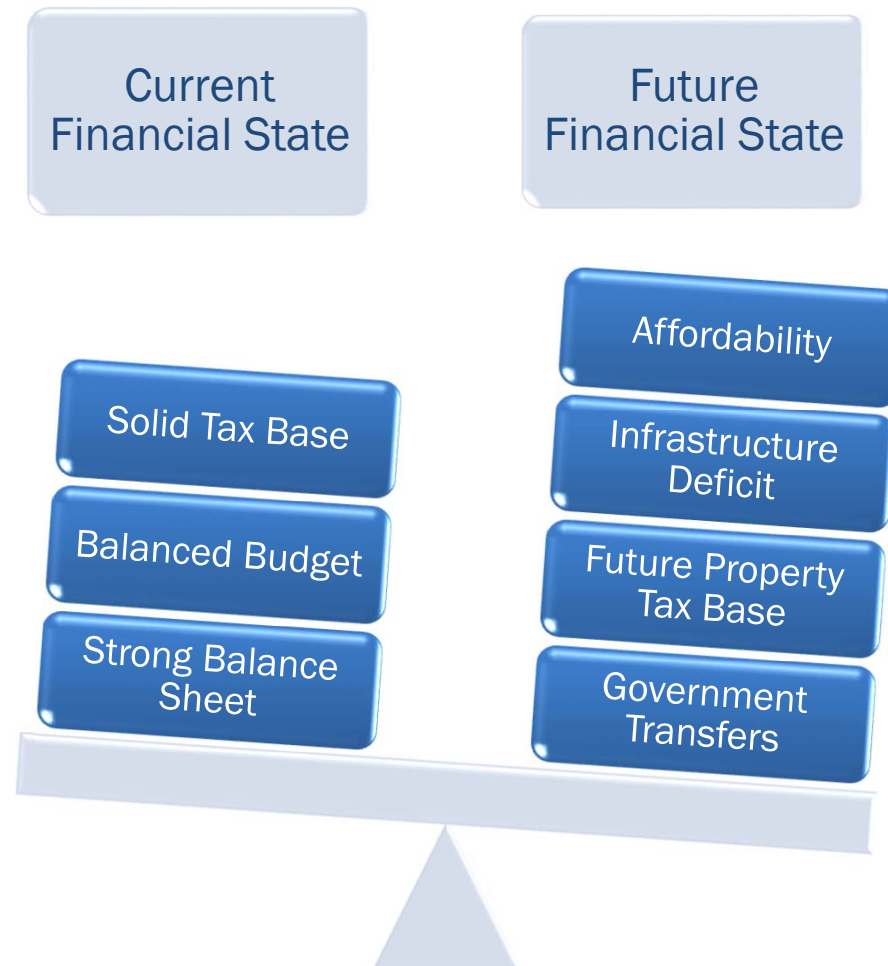
Opinion of Treasurer



Town of St. Marys = Positive Fiscal Health



Caution



Keys to Continued Success



Strategic Decision Making

Financial Flexibility

Sustainability Ratios/Indicators



TOWN OF ST. MARYS - SUSTAINABILITY INDICATORS

| Ratio/Indicator | 2013 | 2014 | 2015 | 2016 | 2017 | 2017 South Average | Risk Level |
|---|--------|-------|-------|-------|-------|--------------------------|---|
| Total Taxes Receivable less Allowance for Uncollectible as a % of Total Taxes Levied | 4.2% | 4.9% | 5.0% | 4.6% | 4.1% | 6.4% | Low: < 10% Mod: 10% to 15% High: > 15% |
| Net Financial Assets or Net Debt as % of Own Purpose Taxation, User Fees and Service Charges | -21.3% | -3.7% | 9.5% | 10.4% | 7.0% | -12.4% | Low: > -50% Mod: -50% to - 100% High: < -100% |
| Total Reserves & Discretionary Reserve Funds as a % of Municipal Expenses | 47.6% | 52.4% | 60.4% | 60.8% | 56.3% | 39.6% | Low: > 20% Mod: 10% to 20% High: < 10% |
| Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) | 2.55 | 3.24 | 3.56 | 1.97 | 1.28 | 1.78 | Low: > 0.5:1 Mod: 0.5:1 to 0.25:1 High: < 0.25:1 |

Flexibility Ratios/Indicators



TOWN OF ST. MARYS - FLEXIBILITY INDICATORS

| Ratio/Indicator | 2013 | 2014 | 2015 | 2016 | 2017 | 2017 South Average | Risk Level |
|---|-------|-------|-------|-------|-------|--------------------------|---|
| Debt Servicing Cost as a % of Total Revenues | 5.9% | 6.1% | 5.4% | 5.4% | 5.1% | 4.7% | Low: < 5% Mod: 5% to 10% High: > 10% |
| Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) | 28.9% | 30.0% | 31.4% | 31.7% | 31.9% | 41.5% | Low: < 50% Mod: 50% to 75% High: > 75% |
| Annual Surplus/(Deficit) as a % of Own Purpose Taxation, User Fees and Service Charges (Operating Surplus Ratio) | 11.6% | 9.8% | 16.5% | 16.8% | 21.5% | 17.6% | Low: > -1% Mod: - 1% to - 30% High: < -30% |

Tangible Capital Assets



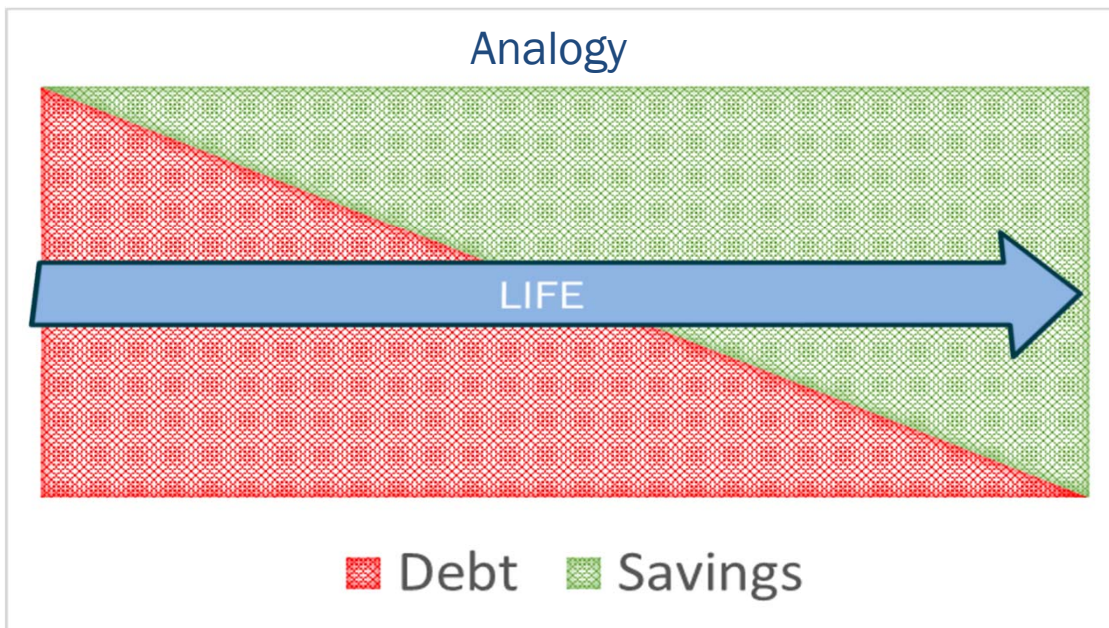
| Financial Statements | | Asset Management Plan | |
|----------------------|----------------|----------------------------|----------------|
| Total Asset Costs | \$ 123,695,000 | Total Replacement Cost | \$ 219,000,000 |
| Annual Amortization | \$ 2,301,000 | Annual Investment Required | \$ 4,425,524 |
| Funding Deficit | \$ - | Funding Deficit | \$ (1,086,848) |

****Based on 2018 AMP Update - Includes tax funded and rate funded assets***

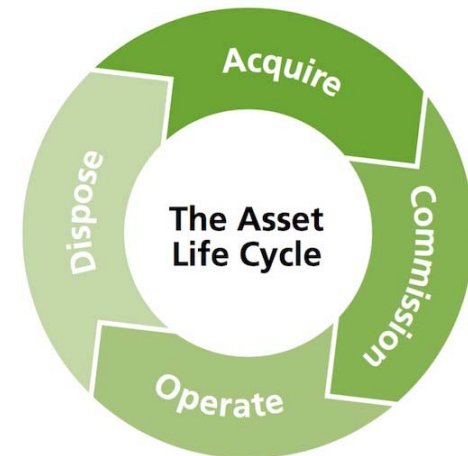


Assets – Debt - Reserves

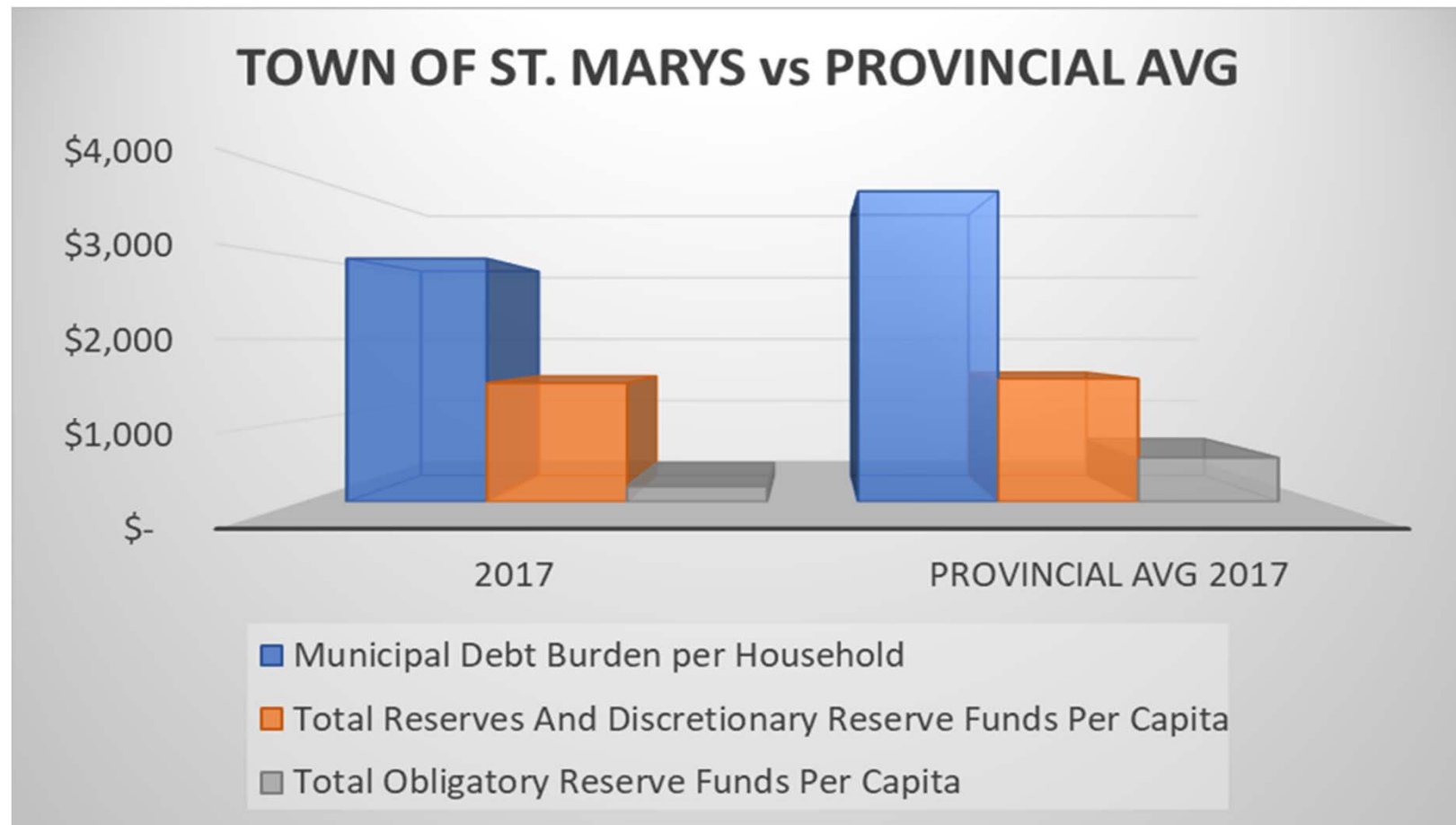
- Is our Debt Too High?
- Do we have enough Reserves?



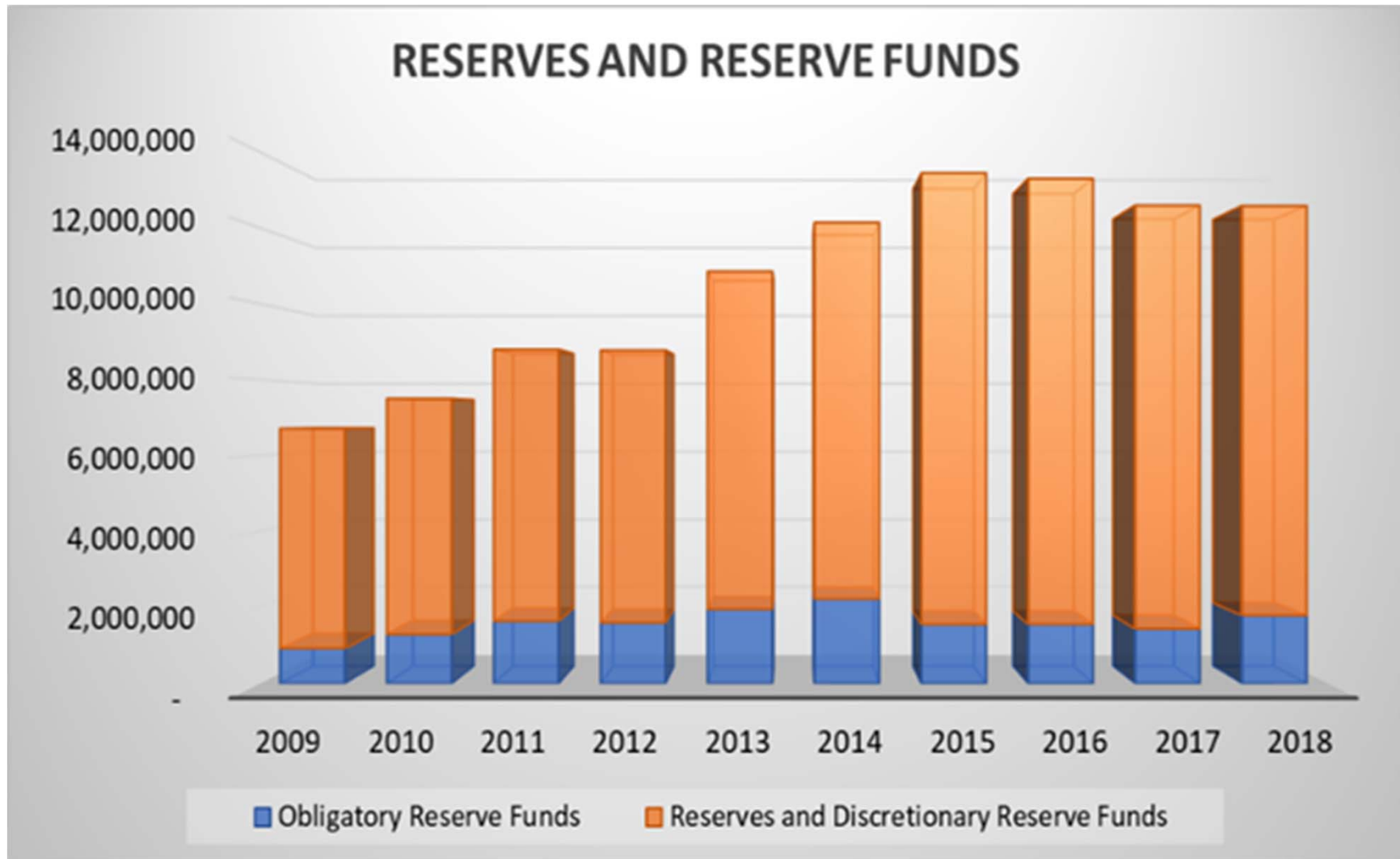
Town's 10,000 Assets



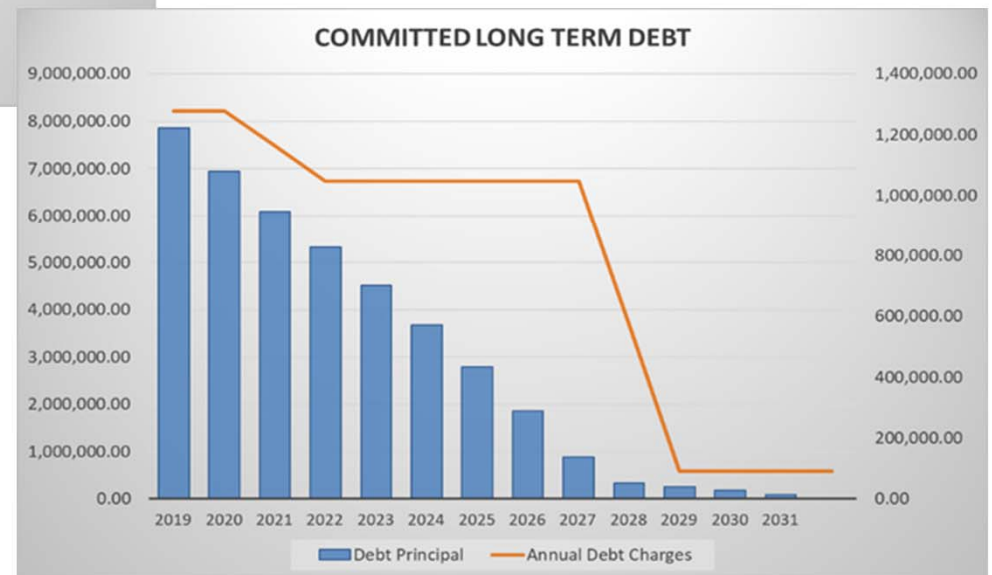
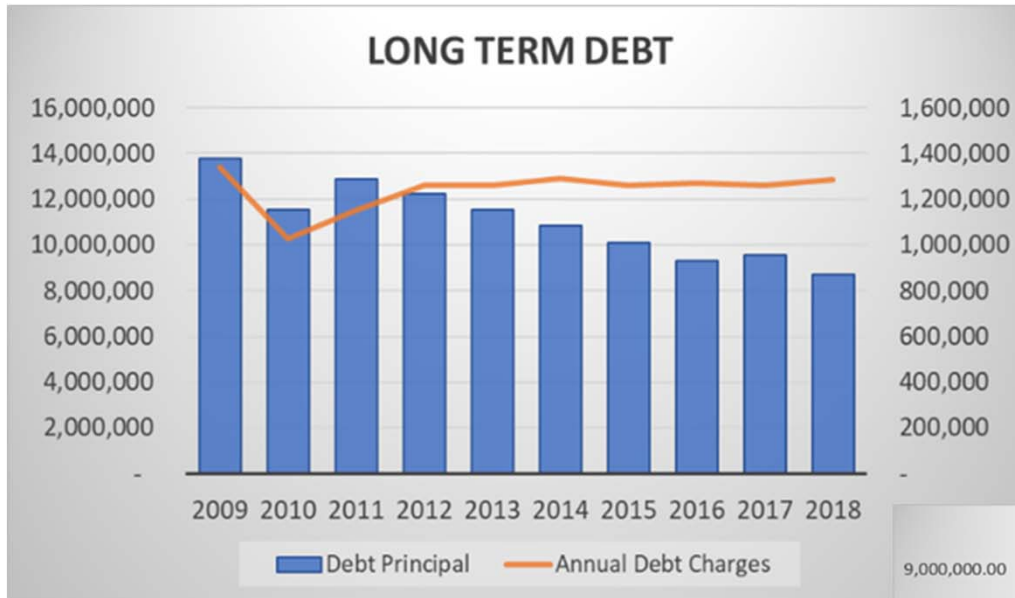
How do we Compare



Reserves and Reserve Funds



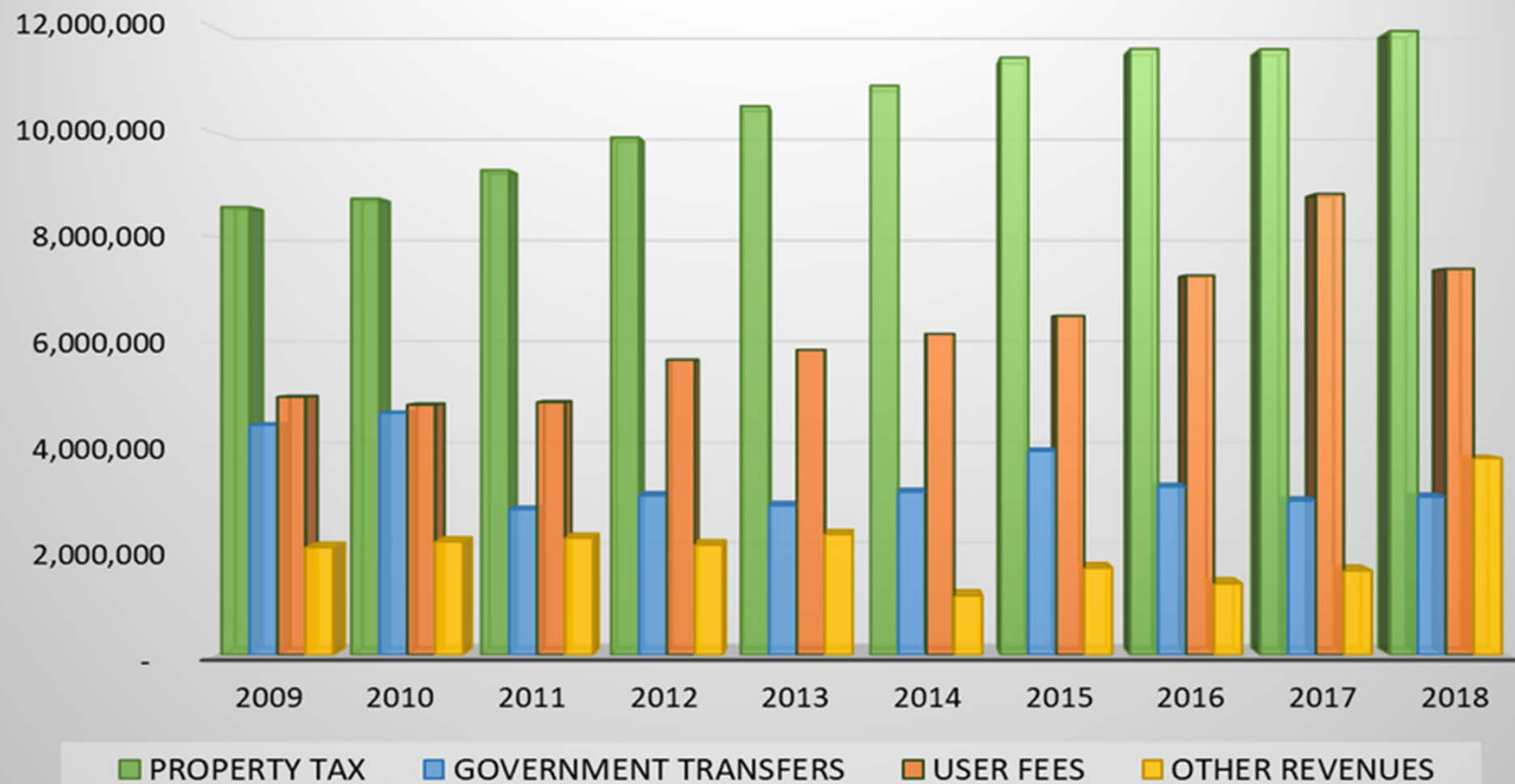
Long Term Debt



Revenue Sources



TOWN OF ST. MARYS - REVENUE

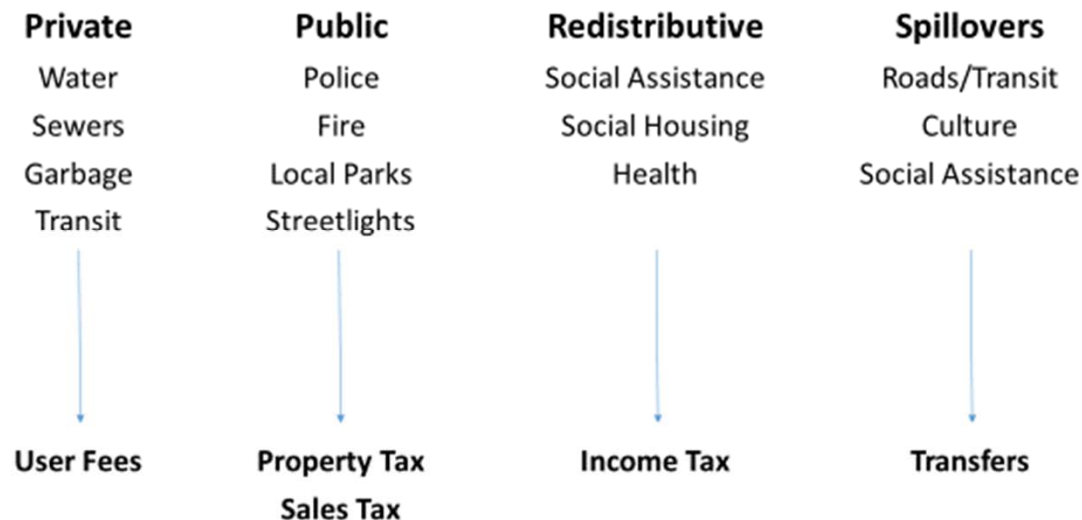


Different Revenue Sources

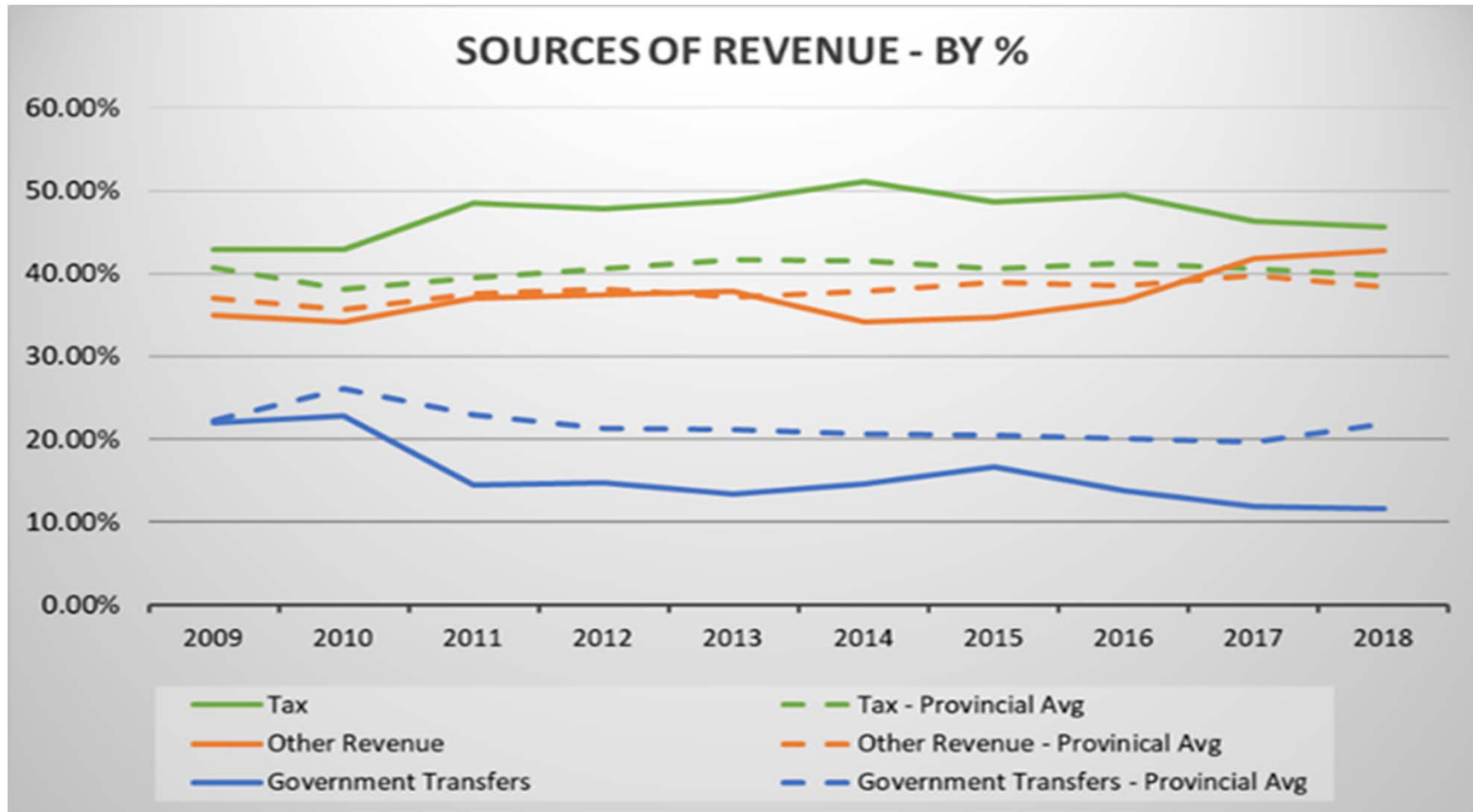


- IPTI Presentation (International Property Tax Institute) Slide:

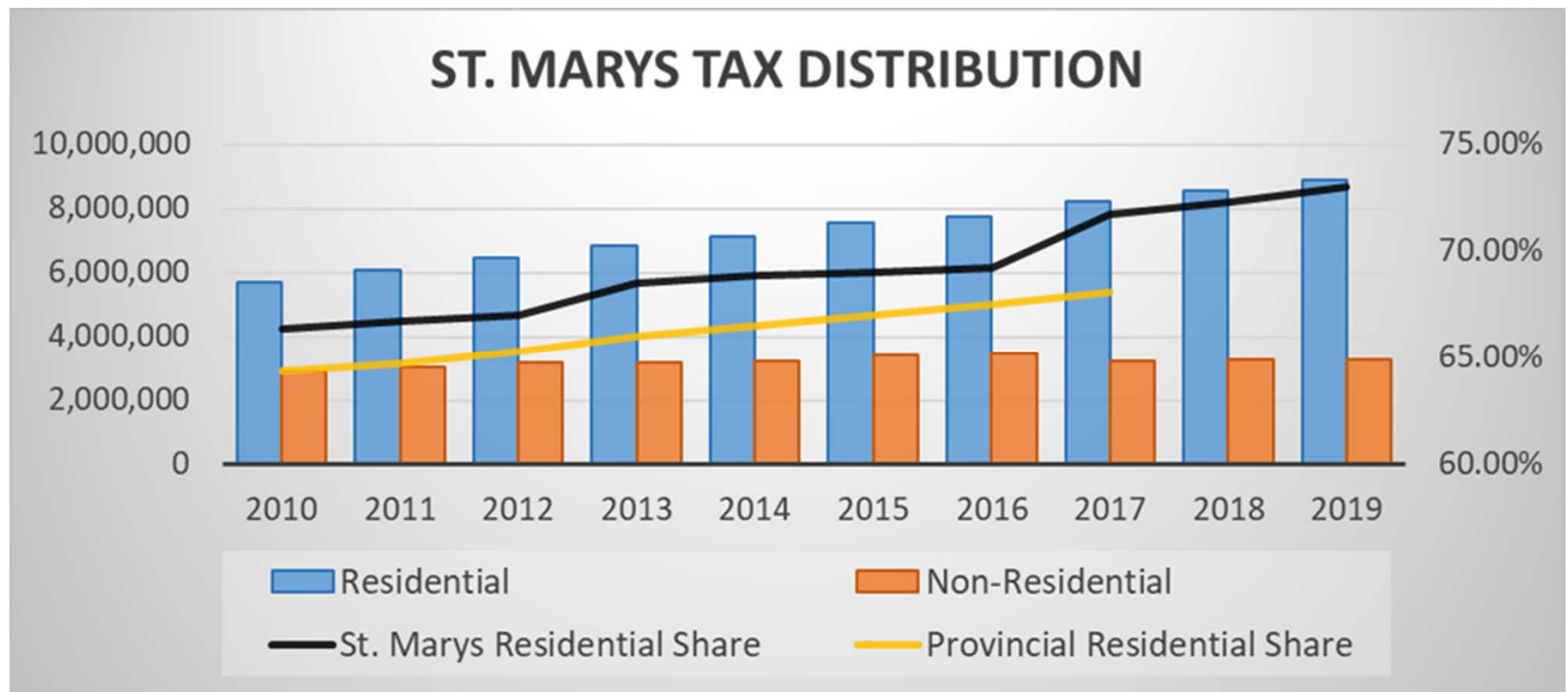
Different Services – Different Revenue Sources



Revenue Source as a %



A Closer Look at Property Taxes



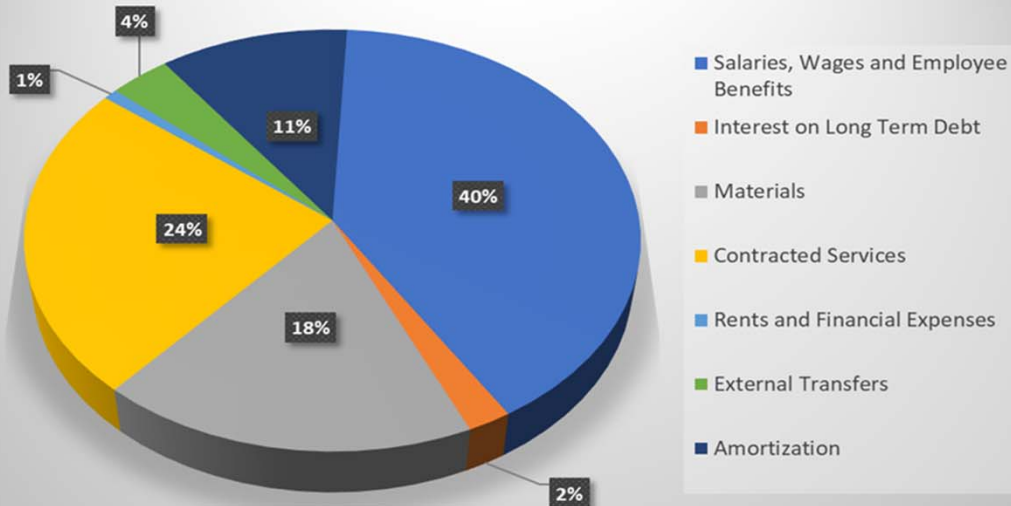
Residential Property Taxes in St. Marys



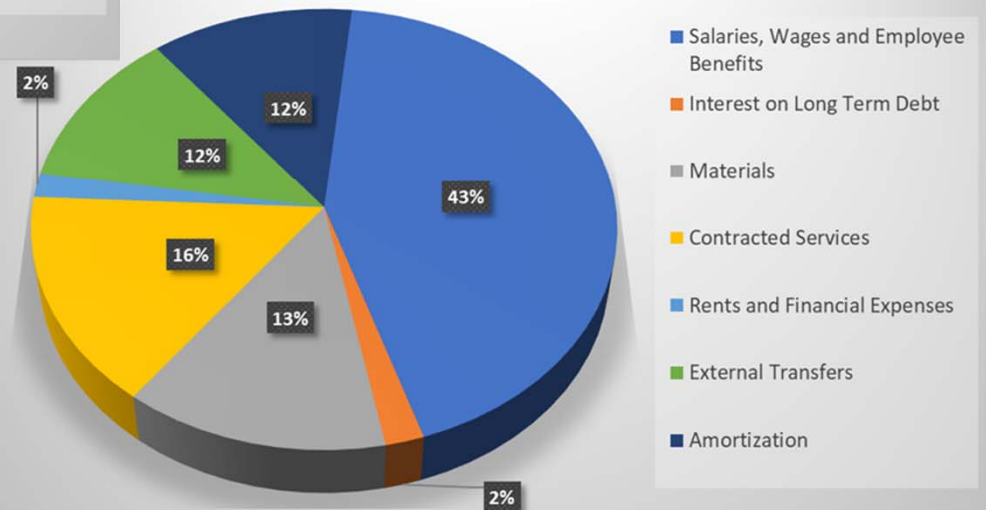
| 2018 BMA Study Review | | | |
|-----------------------|--|-----------|-------------------|
| Municipal Service | | St. Marys | BMA Study Average |
| 1 | Net Municipal Levy per Capita | \$1,510 | \$1,527 |
| 2 | Average Property Tax - Residential Detached Bungalow | \$3,277 | \$3,397 |
| 3 | Residential Property Taxes as a % of Household Income | 4.1% | 3.8% |
| 4 | Total Municipal Burden (Taxes & Water/Wastewater) as a % of Household Income | 5.2% | 4.9% |

Expenditures

EXPENDITURES - ST. MARYS 2018

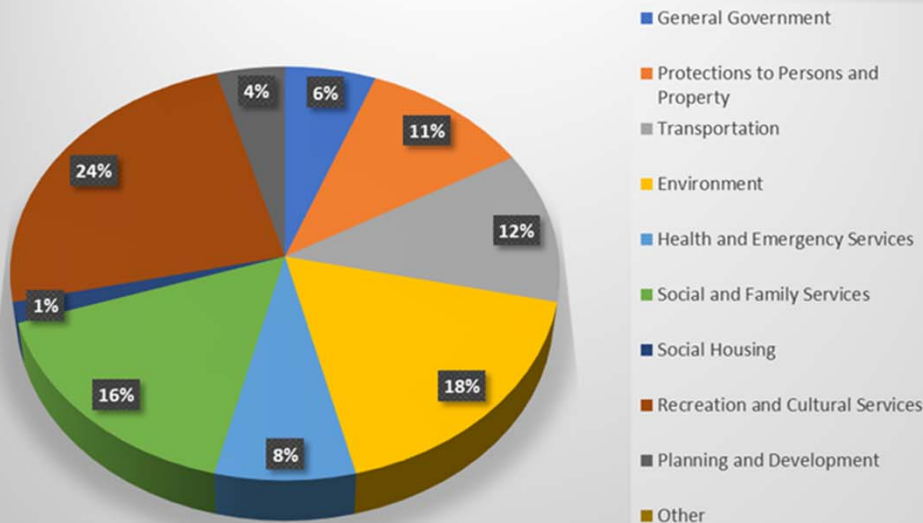


EXPENDITURES - 2018 PROVINCIAL AVERAGE

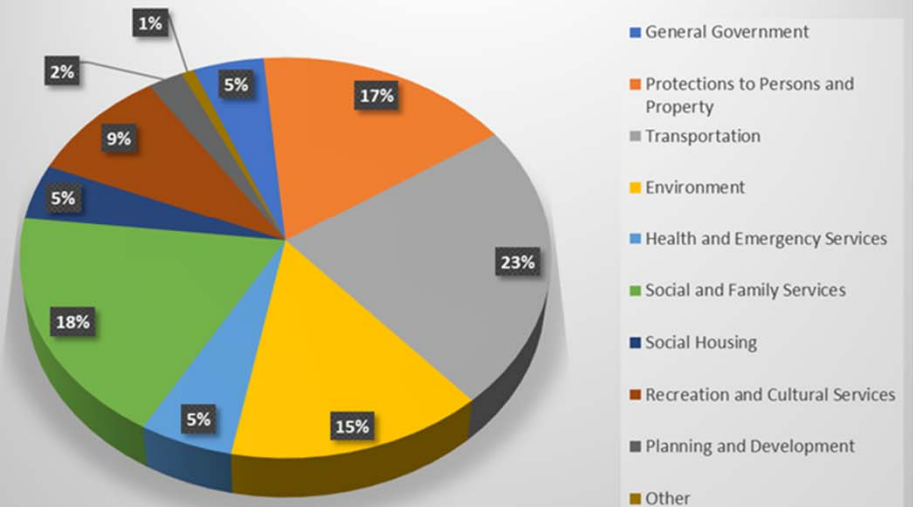


Expenditures by Function

**EXPENDITURES - 2018 ST. MARYS
BY FUNCTION**



**EXPENDITURES - 2018 PROVINCIAL AVERAGE
BY FUNCTION**



Taking a Look at Comparables



| 2018 BMA Study Review | | | |
|-----------------------|------------------------------|-----------------|-------------------|
| | | Cost Per Capita | |
| Municipal Service | | St. Marys | BMA Study Average |
| 1 | General Government | \$149 | \$118 |
| 2 | Fire | \$42 | \$88 |
| 3 | Police | \$143 | \$196 |
| 4 | Roadways Paved | \$181 | \$192 |
| 5 | Streetlighting | \$19 | \$13 |
| 6 | Waste Collection | -\$5 | \$9 |
| 7 | Waste Disposal | -\$10 | \$35 |
| 8 | Child Care | \$33 | \$16 |
| 9 | Parks | \$59 | \$45 |
| 10 | Recreation Programming | \$64 | \$21 |
| 11 | Library | \$68 | \$35 |
| 12 | Museum | \$19 | \$15 |
| 13 | Planning | \$35 | \$18 |
| 14 | Building Permit & Inspection | \$24 | \$15 |

2020 PRE-BUDGET

2020 Budget Process and Timeline



| 2020 Budget Timeline | | Finance | SMT | CAO | Council | Public |
|---|--------------------|----------------|------------|------------|----------------|---------------|
| 2020 Budget Timeline approved | July 2019 | X | X | X | | |
| Operating and Capital Budget instructions and template to SMT | July 2019 | X | | | | |
| Operating Budgets due from Departments | August 31, 2019 | | X | | | |
| Capital Budget (Summary Only) due from Departments | August 31, 2019 | | X | | | |
| Capital Budget guidelines and revised Capital Budget Sheets | August 2019 | X | | X | | |
| Capital Budget Review (SMT) | September 16, 2019 | X | X | X | | |
| Capital Budget Sheets due | September 30, 2019 | X | X | X | | |
| Operating Budget Review (by department) | September/October | X | X | X | | |
| Pre-Budget Meeting/Workshop | October 15, 2019 | X | X | X | X | X |
| Finalize Capital Pre-Budget project recommendations | October 2019 | X | X | X | | |
| Consolidated Budget review/refinement | November 2019 | X | X | X | | |
| Staff and/or SLT Budget presentation | tbd | | | | | |
| 2020 Capital Pre-Budget Approvals | November 19, 2019 | X | X | X | X | |
| Council Budget Meeting #1 | December 3, 2019 | X | X | X | X | X |
| Council Budget Meeting #2 | January 7, 2020 | X | X | X | X | X |
| Council Budget Meeting #3 | January 21, 2020 | X | X | X | X | X |
| Council Budget Meeting #4 | February 4, 2020 | X | X | X | X | X |
| Council Budget Meeting #5 | February 18, 2020 | X | X | X | X | X |
| Public Presentation | March 10, 2020 | X | X | X | X | X |
| Budget Passed | March 24, 2020 | X | X | X | X | X |

2019 Budget in Summary



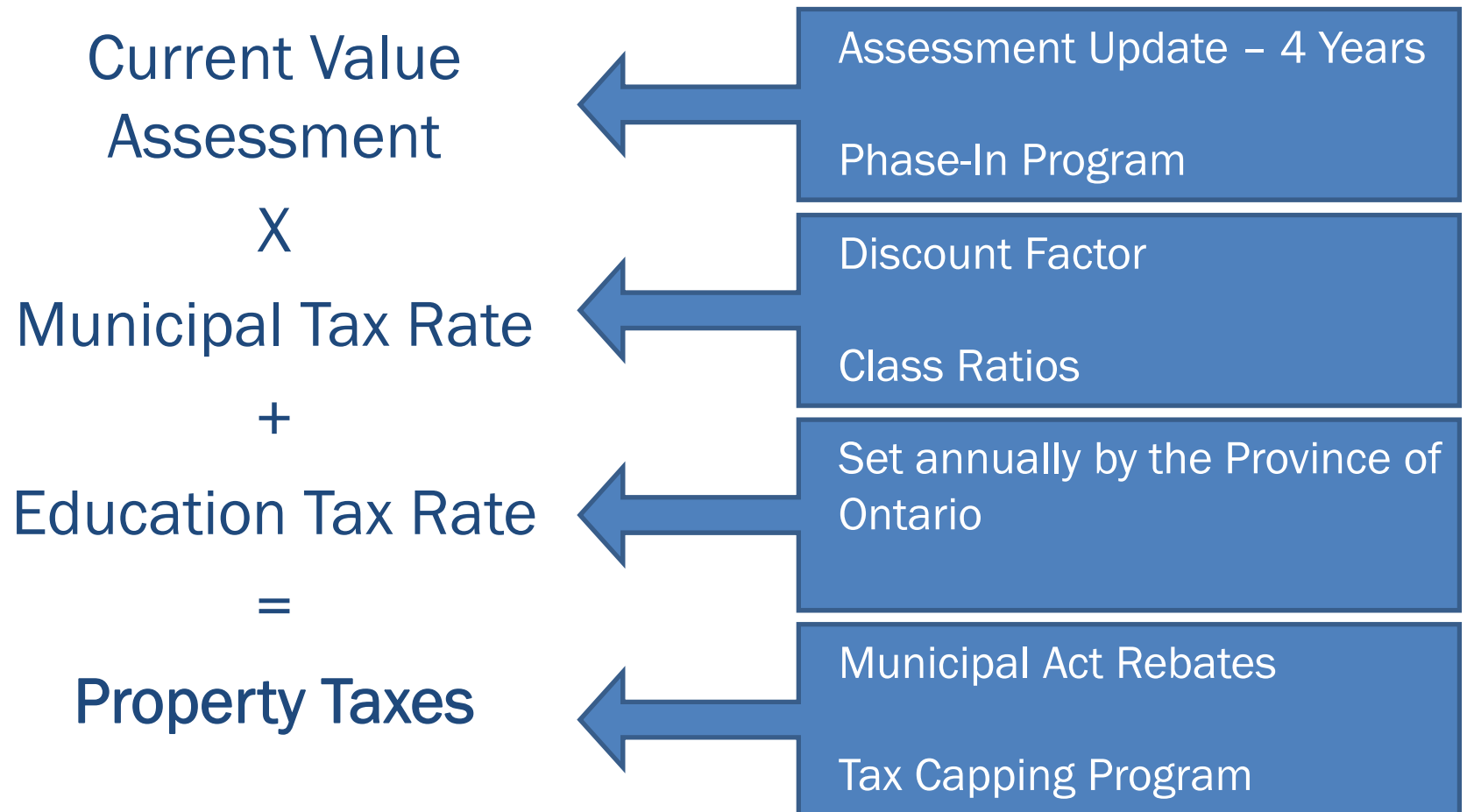
| | 2019 | 2018 | Difference |
|---|--------------|---------------------------------------|--------------|
| Total Property Tax Levy | \$12,191,573 | \$11,812,540 | 3.21% |
| Net Property Tax Levy | \$12,191,573 | \$11,928,791 (Adjusted for Growth) | 2.20% |
| Average Property Taxes on Single Family Home | \$3,539 | \$3,475 | 1.84% |
| Total Capital Budget | \$4,262,000 | \$6,805,000 | -\$2,543,000 |
| Net Transfer to (from) Reserves | \$3,405,405 | \$2,688,726 | \$716,679 |
| | | | |

2019 Budget – Property Tax Impact



| | 2018 Total Year End Taxation | 2019 Estimated Total Taxation (\$) | Difference Between 2018 and 2019 Taxation | |
|------------------------|------------------------------------|---|---|--------------|
| Class | Municipal | Municipal | \$ | % |
| Taxable | | | | |
| Residential | 8,703,768 | 8,901,428 | 197,661 | 2.27% |
| Res FAD I | 127 | 127 | 0 | -0.03% |
| Multi-residential | 179,569 | 181,403 | 1,834 | 1.02% |
| Com. Occupied | 1,216,851 | 1,247,200 | 30,349 | 2.49% |
| Com. Exc. Land | 9,075 | 10,728 | 1,653 | 18.22% |
| Com. Vac. Land | 13,668 | 15,502 | 1,834 | 13.42% |
| Ind. Occupied | 1,664,562 | 1,686,800 | 22,238 | 1.34% |
| Ind. Exc. Land | 8,830 | 10,157 | 1,327 | 15.03% |
| Ind. Vac. Land | 12,750 | 14,367 | 1,618 | 12.69% |
| Landfills | 0 | 0 | 0 | 0.00% |
| Pipelines | 53,708 | 54,847 | 1,139 | 2.12% |
| Farm | 24,772 | 27,835 | 3,063 | 12.36% |
| Managed Forests | 0 | 0 | 0 | 0.00% |
| Total Taxable | 11,887,680 | 12,150,395 | 262,715 | 2.21% |
| Payment in Lieu | | | | |
| Com. Occupied | 39,051 | 39,083 | 32 | 0.08% |
| Com. Vac. Land | 578 | 650 | 72 | 12.46% |
| Landfills | 1,483 | 1,448 | -35 | -2.39% |
| Total PIL | 41,112 | 41,180 | 68 | 0.17% |
| Com Grand Total | 1,279,223 | 1,313,163 | 33,940 | 2.65% |
| Ind Grand Total | 1,686,142 | 1,711,324 | 25,183 | 1.49% |
| Grand Total | 11,928,791 | 12,191,575 | 262,784 | 2.20% |

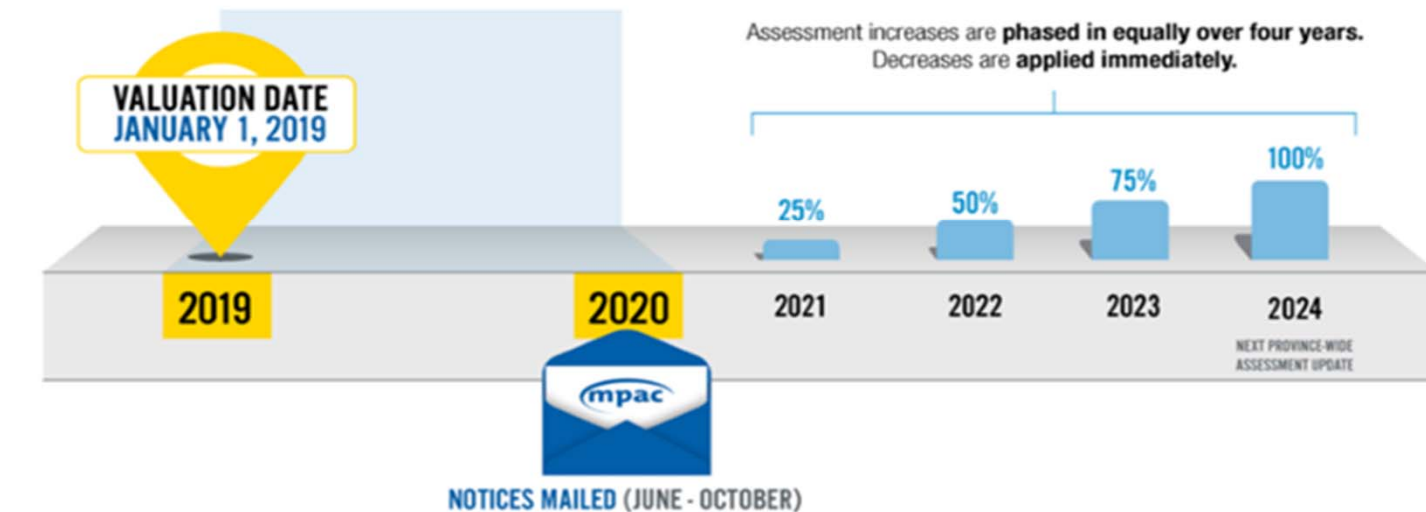
Property Tax Policy



4 Year Assessment Cycle



Earlier Valuation Date



Equity Changes vs. Assessment Growth



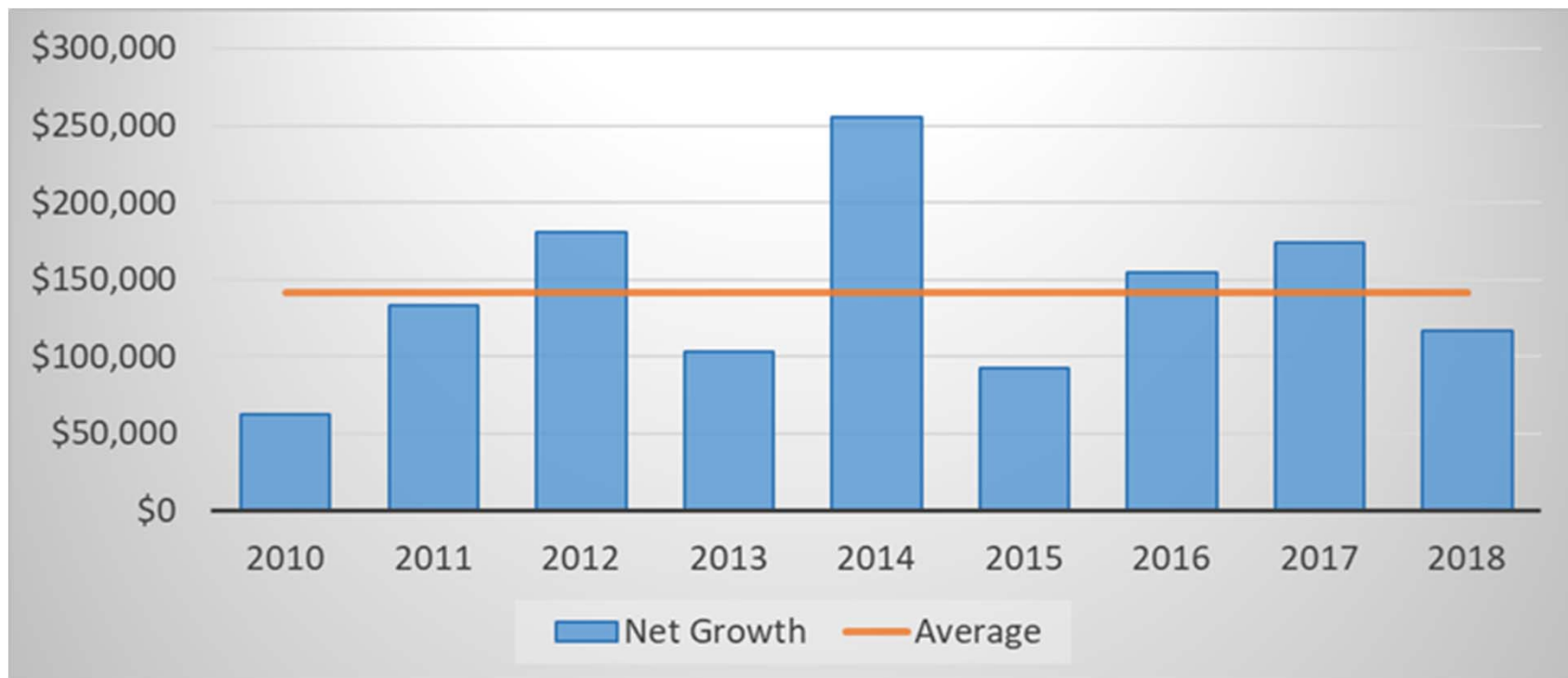
Equity Changes – Assessment updates

| | Property A | Property B | Property C | Total |
|------------------------|------------|------------|------------|---------|
| 2018 CVA | 100,000 | 100,000 | 100,000 | 300,000 |
| 2019 CVA | 100,000 | 105,000 | 80,000 | 285,000 |
| 2018 Tax Rate | | | | 2.00% |
| 2019 Notional Tax Rate | | | | 2.11% |
| 2018 Property Taxes | \$2,000 | \$2,000 | \$2,000 | \$6,000 |
| 2019 Property Taxes | \$2,105 | \$2,211 | \$1,684 | \$6,000 |

Assessment Growth – Physical changes

| | Property A | Property B | Property C | Total |
|------------------------|------------|------------|------------|---------|
| 2018 CVA | 100,000 | 100,000 | 0 | 200,000 |
| 2019 CVA | 100,000 | 100,000 | 100,000 | 300,000 |
| 2018 Tax Rate | | | | 2.00% |
| 2019 Notional Tax Rate | | | | 2.00% |
| 2018 Property Taxes | \$2,000 | \$2,000 | \$0 | \$4,000 |
| 2019 Property Taxes | \$2,000 | \$2,000 | \$2,000 | \$6,000 |

Net Municipal Tax Growth

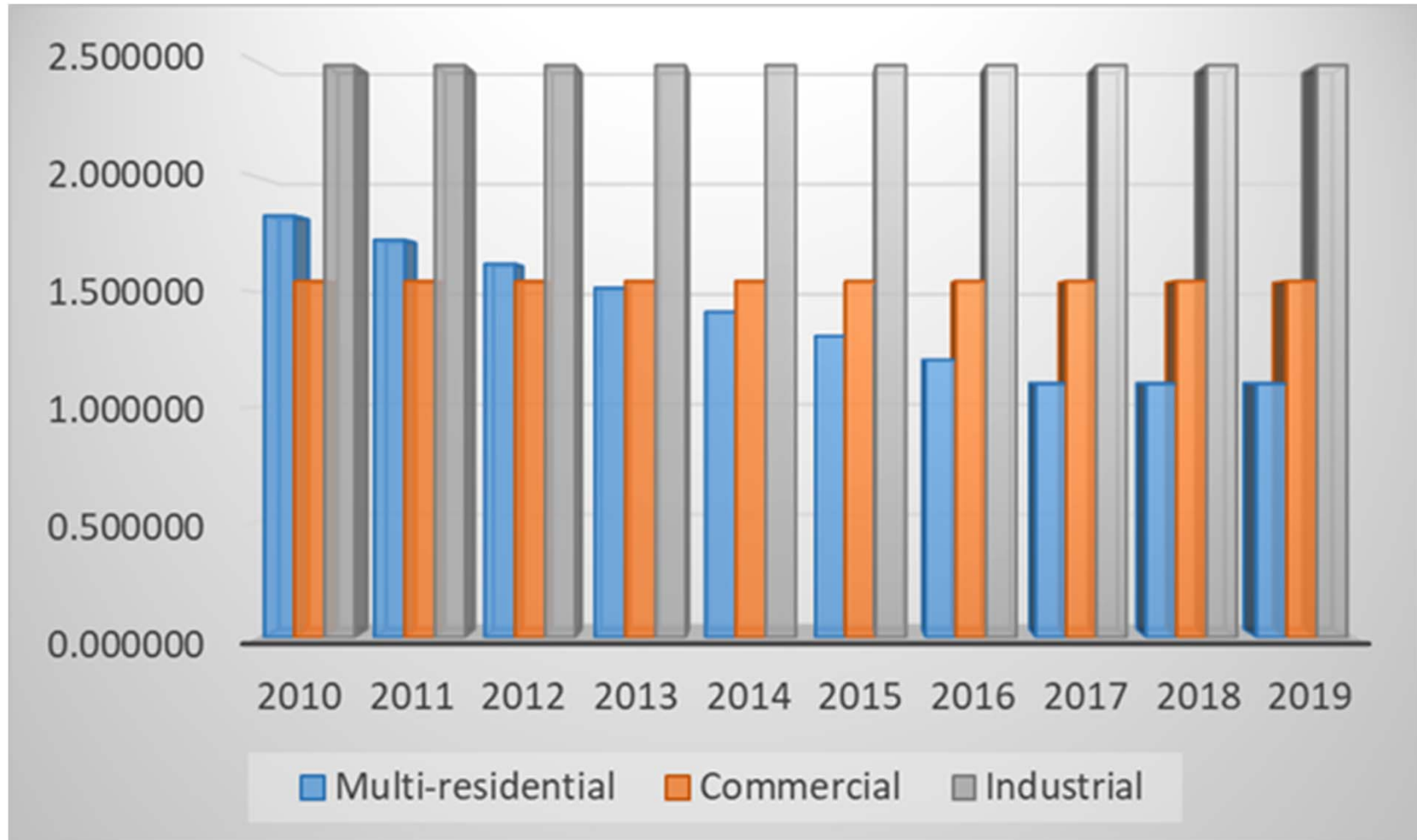


2019 Property Tax Class Shifts



| | 2018 Total Year End Taxation | 2019 Estimated Total Taxation (\$) | 2019 Municipal Property Tax Shift | |
|--------------------|------------------------------------|---|--------------------------------------|--------------|
| Class | Municipal | Municipal | Municipal | |
| | | | \$ | % |
| Residential | 8,848,739 | 8,854,690 | 5,951 | 0.07% |
| Res FAD I | 127 | 125 | -3 | -2.18% |
| Multi-residential | 179,569 | 177,501 | -2,068 | -1.15% |
| Pipelines | 54,638 | 54,597 | -41 | -0.08% |
| Farm | 24,772 | 27,236 | 2,464 | 9.95% |
| Landfills | 1,483 | 1,485 | 1 | 0.10% |
| Com Grand Total | 1,276,534 | 1,281,860 | 5,326 | 0.42% |
| Ind Grand Total | 1,686,142 | 1,674,515 | -11,627 | -0.69% |
| Grand Total | 12,072,004 | 12,072,008 | 4 | 0.00% |

St. Marys – Tax Class Ratios



2020 Budget Challenges



- Cuts to Government Transfers
- Various Legislation Changes
- WSIB Changes
- Infrastructure Deficit
- Non-Residential Property Tax

STRATEGIC PLAN ANNUAL REPORT

Purpose of the 2020 Priorities Review



1. Educating Council on the accomplishments in 2019, and what work is still outstanding.
2. Determining 2020 Council Priorities
 - a. What should be the focus over the next year?
 - i. What should the corporation maintain from the Strategic Plan and previous Council directives?
 - ii. Are there new priorities?
3. Determining if Council has any new priorities for the remainder of the term?

Key Questions to Consider



- Does Council have a budget target?
- Are there priorities / tactics / initiatives that Council believes have been advanced far enough for now or are no longer a priority (i.e. maintain the steady state) that can be taken off the list?
- Are there outstanding resolutions that Council no longer feels are relevant or need to be implemented by staff? If so can they be removed from the list?
- What priorities should be considered top priority for 2020? What are Council's top priorities for the remainder of the term?
- Are there any priorities / tactics / initiatives that are not included that Council believes should be added to the list? Where do they fit in?

Framed Another Way!



- Of all the initiatives that staff have identified in the body of this report, what are the 5-6 things that the Corporation must accomplish in 2020?
- Looking further ahead, what are the 5-6 things that Council wants to look back on at the end of the term and say “we accomplished that”? Are they the same as Council identified in April 2019 (i.e. a core focus on infrastructure, tourism, and housing?).

Questions



FORMAL REPORT

| | |
|-------------------------|--|
| To: | Chair Strathtree and Members of Strategic Priorities Committee |
| Prepared by: | André Morin, Director of Finance / Treasurer |
| Date of Meeting: | 15 October 2019 |
| Subject: | FIN 17-2019 2020 Pre-Budget Report |

PURPOSE

Senior staff are preparing the 2020 Draft Budget taking into account established levels of service, operating efficiencies recommended, and strategic priorities identified. Before the draft budget is finalized staff felt it was important to check-in with Council that our budgeting assumptions to maintain the current level of services and strategic priorities were correct.

To help Council have this discussion, through the three reports on the October 15, 2019 agenda staff are providing the information Council requires to inform themselves of the ability for the Town to take on additional priorities and new work.

This report is to:

- Re-familiarize the Committee with the budget process
- Summarize what was passed in the 2019 Budget
- Recap property tax policies
- Highlight some of the 2020 risks and challenges

RECOMMENDATION

THAT FIN 17-2019 2020 Pre-Budget report be received for information.

REPORT

The staff have prepared preliminary 2020 operating and capital budgets. Senior management is in the midst of reviewing and refining these preliminary budgets to present a draft 2020 budget to Council beginning in December 2020, with the formal passing of the 2020 budget scheduled for March 24, 2020.

| 2020 Budget Timeline | | Finance | SMT | CAO | Council | Public |
|---|--------------------|----------------|------------|------------|----------------|---------------|
| 2020 Budget Timeline approved | July 2019 | X | X | X | | |
| | | | | | | |
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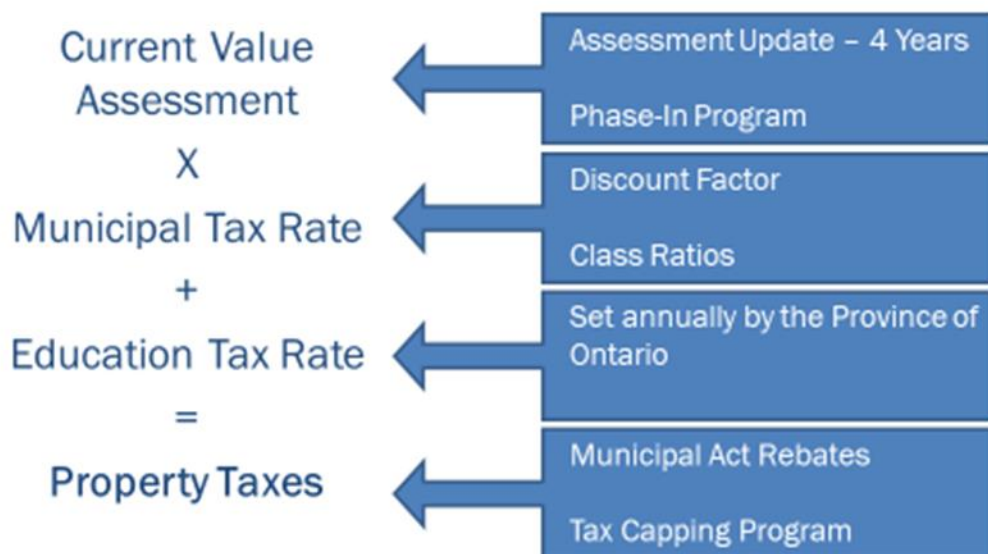
2019 Budget Summary

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| Ind Grand Total | 1,686,142 | 1,711,324 | 25,183 | 1.49% |
| Grand Total | 11,928,791 | 12,191,575 | 262,784 | 2.20% |

Property Tax Policy

There are a number of components and variables in calculating the property tax for a certain property. In simple terms, the calculation is depicted below. However, each component has many variables within it – some examples are listed:



Current Value Assessment (CVA)

- The market value and classification is determined by MPAC (Municipal Property Assessment Corporation) for all municipalities in Ontario
- Based on a specific valuation date – currently we are in the 2016 assessment cycle – meaning properties are valued as of January 1, 2016 for the property tax years 2017 – 2020
- Increases in the market value from one assessment cycle to the next are phased in over the 4 years. Decreases are implemented in the first year
- Taxpayers have the opportunity to request for reconsideration of their assessment or appeal the assessment to the Assessment Review Board (ARB)

Municipal Tax Rate

- The general tax rate is set by the Municipality each year as part of the budget process
- There are different classes of property (Residential, Multi-Residential, Commercial, Industrial, Farm, Pipeline, Landfill, Managed Forest)
- Each property class has a Tax Ratio which is used to determine the effective tax rate for that specific class of property

Education Tax Rate

- The Province of Ontario sets the education rates each year

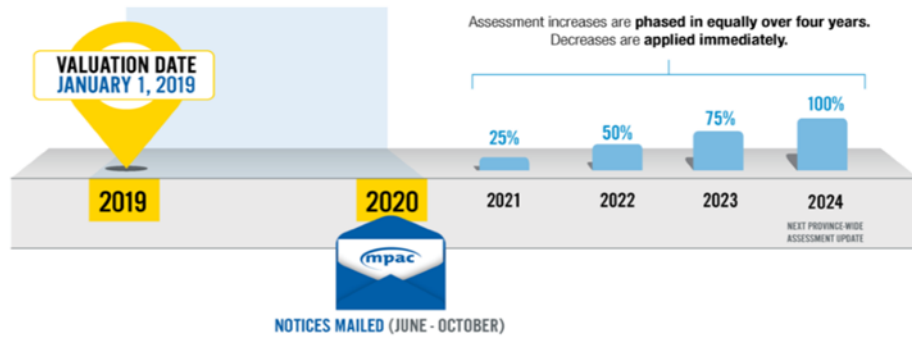
Other Property Tax impacts

- The *Municipal Act* allows for various discounts or rebates
- Business capping is no longer being used in St. Marys, but allows for business property taxes to be capped each year

Equity Changes vs. Assessment Growth

Every four years, MPAC performs an assessment update to reflect the new market value of properties based on a new valuation date. MPAC is currently preparing values for the next assessment cycle which has a valuation date of January 1, 2019 and will be used to prepare property taxes for the years 2021 – 2024:

Earlier Valuation Date



These adjustments in market value do not create new property tax revenue for the municipality, but rather cause property tax shifts – both among properties within a tax class and between property tax classes.

This example shows how a tax shift occurs among properties within a class. Assuming the Town only had 3 residential properties, and the market values changed due to an assessment update as follows:

| | Property A | Property B | Property C | Total |
|------------------------|------------|------------|------------|---------|
| 2018 CVA | 100,000 | 100,000 | 100,000 | 300,000 |
| 2019 CVA | 100,000 | 105,000 | 80,000 | 285,000 |
| 2018 Tax Rate | | | | 2.00% |
| 2019 Notional Tax Rate | | | | 2.11% |
| 2018 Property Taxes | \$2,000 | \$2,000 | \$2,000 | \$6,000 |
| 2019 Property Taxes | \$2,105 | \$2,211 | \$1,684 | \$6,000 |

The Town's total property tax revenue remains the same, however the distribution of the property taxes is adjusted among each property based on the revised CVA.

Furthermore, each municipality is made up of many properties within different property tax classes. Tax shifts also occur between each tax class. Below is an example of the tax shifts that occurred in St. Marys for the 2019 taxation year:

| | 2018 Total Year End Taxation | 2019 Estimated Total Taxation (\$) | 2019 Municipal Property Tax Shift | |
|--------------------|------------------------------------|---|--------------------------------------|--------------|
| Class | Municipal | Municipal | Municipal | |
| | | | \$ | % |
| Residential | 8,848,739 | 8,854,690 | 5,951 | 0.07% |
| Res FAD I | 127 | 125 | -3 | -2.18% |
| Multi-residential | 179,569 | 177,501 | -2,068 | -1.15% |
| Pipelines | 54,638 | 54,597 | -41 | -0.08% |
| Farm | 24,772 | 27,236 | 2,464 | 9.95% |
| Landfills | 1,483 | 1,485 | 1 | 0.10% |
| Com Grand Total | 1,276,534 | 1,281,860 | 5,326 | 0.42% |
| Ind Grand Total | 1,686,142 | 1,674,515 | -11,627 | -0.69% |
| Grand Total | 12,072,004 | 12,072,008 | 4 | 0.00% |

As 2019 was not a re-assessment year, the tax shifts are not drastic. However, in the first year of an assessment cycle (2021), these shifts can be more severe and must be carefully analyzed.

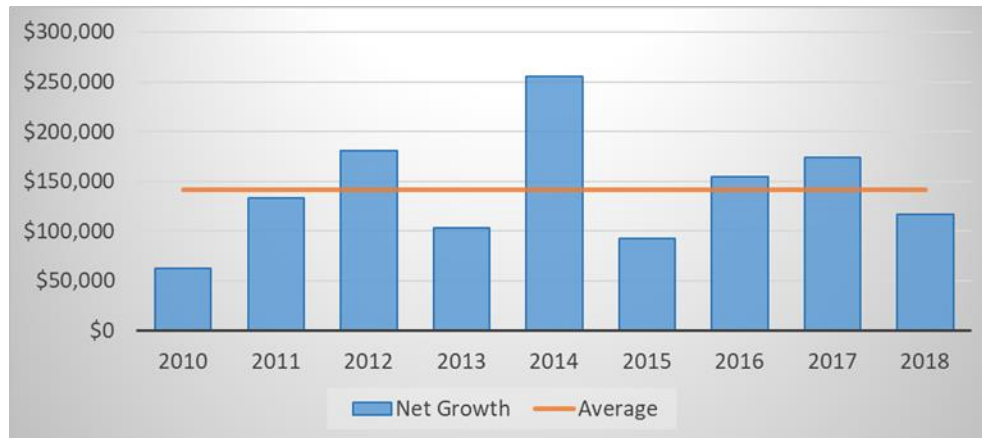
Assessment Growth

This is often referred to as “in-year” growth. Assessment growth can be positive or negative and takes into account physical changes to properties (new building, additions, demolitions, etc.), changes of use (exempt, residential to commercial, etc.) and changes to the original assessment due to ARB appeals and minutes of settlement. Below is a simple example demonstrating assessment growth:

| | Property A | Property B | Property C | Total |
|------------------------|------------|------------|------------|---------|
| 2018 CVA | 100,000 | 100,000 | 0 | 200,000 |
| 2019 CVA | 100,000 | 100,000 | 100,000 | 300,000 |
| 2018 Tax Rate | | | | 2.00% |
| 2019 Notional Tax Rate | | | | 2.00% |
| 2018 Property Taxes | \$2,000 | \$2,000 | \$0 | \$4,000 |
| 2019 Property Taxes | \$2,000 | \$2,000 | \$2,000 | \$6,000 |

In this example, the addition of a new property creates a net tax benefit to the Town’s total property tax revenue.

This creates positive or negative revenue for the Town, the net result is what we refer to as “Net Growth”. Below is a chart summarizing the Town’s net growth over the past several years:



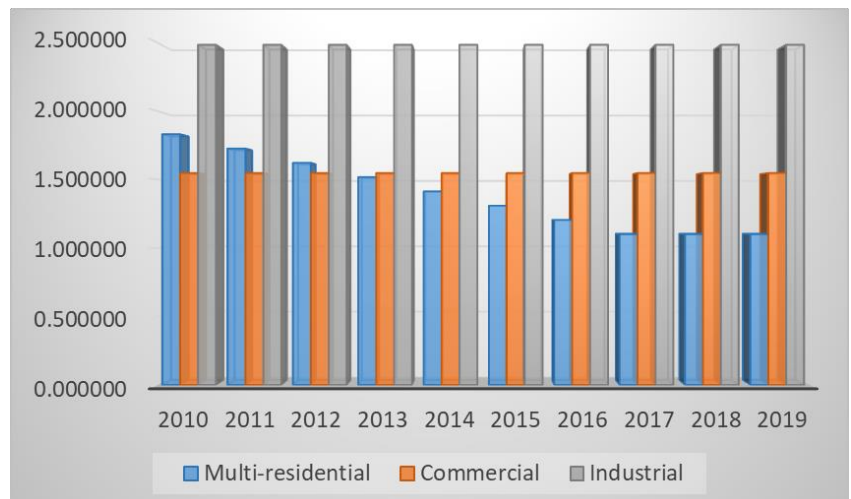
Tax Class Ratios

The residential class ratio is always set at 1.0. Other class ratios are set by the local municipality but can only be changed within the rules set out by the *Municipal Act*

. In simple terms, let’s assume the commercial tax class ratio is 2.0 - if a commercial property has an assessed value of \$100,000 and a residential property also has an assessed value of \$100,000, the commercial property will pay 2.0 times the property taxes. This is the general concept, however, actual property taxes may vary from this based on several of the other factors discussed. The chart below displays a historical view of the Tax Class Ratios for the 3 main non-residential classes in St. Marys:

The Town has kept both the Commercial and Industrial tax ratios constant; however, has decreased the Multi-Residential tax ratio to its goal of 1.1.

Changing tax ratios creates a shift of the municipal tax burden.



2020 Budget Risks and Challenges

Cuts to Government Transfers – As expected, many government transfers are changing or being cut in 2020 and future years. Some may be directly to the municipality, while others are funding changes that impact our shared services partners that will inherently impact our external transfers.

Legislation changes – There are several regulations under review currently that will impact municipal operations in the future. As details become available, staff will be reporting on the potential impacts.

WSIB changes – In 2020, WSIB will be moving to a new rate model. This model uses a 2-step process in setting WSIB rates – first, each organization will be placed in an industry class based on their risk profile, secondly, the claim history of your organization will be used. The changes will be phased in over a 3 year period.

Infrastructure Deficit – The work in assessing our state of the infrastructure and the development of a financial strategy to manage the current infrastructure deficit will continue in 2020.

Non-Residential Property Tax – As identified in the Fiscal Health report, the non-residential tax base has been in decline. Furthermore, a small number of properties make up 17% of the entire tax base.

SUMMARY

Senior staff are preparing the 2020 Draft Budget taking into account established levels of service, operating efficiencies recommended, and strategic priorities identified. Before the draft budget is finalized staff felt it was important to check-in with Council that our budgeting assumptions to maintain the current level of services and strategic priorities were correct. If Council believes that there needs to be a change in this approach, staff needs that direction so that it can be incorporated into the budget.

To help Council have this discussion, through the three reports on the October 15, 2019 agenda staff are providing the information Council requires to inform themselves of ability for the Town to take on additional priorities and new work. This report provides some further insights into the financial position of the corporation as staff and Council members prepare for the budget deliberations beginning in December 2019. This report should be read in conjunction with the other two reports on the agenda so that Council is prepared to provide staff with direction prior to staff finalizing the draft 2020 budget.

Although the purpose of this report is more for an information purpose, to be prepared for the discussion in the next report on the agenda Council members can consider this leading question:

“Council is expected to pass the budget at the end of March 2020, when the budget is passed, what does Council believe an acceptable average tax rate increase is?”

This is an important consideration because the Corporation’s capacity to take on new things is a function of our ability to fund them, and staff’s capacity to deliver them. Council’s vision for what is an acceptable tax rate increase sets the boundaries for the funding level that’s available and the list of priorities may be impacted by the funding ceiling.

STRATEGIC PLAN

☒ Not applicable to this report.

OTHERS CONSULTED

Senior Management Team

ATTACHMENTS

n/a

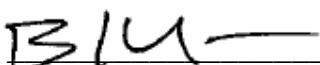
REVIEWED BY

Recommended by the Department



André Morin
Director of Finance / Treasurer

Recommended by the CAO



Brent Kittmer
CAO / Clerk

FORMAL REPORT

| | |
|-------------------------|--|
| To: | Chair Stratthdee and Members of Strategic Priorities Committee |
| Prepared by: | Brent Kittmer, CAO/Clerk |
| Date of Meeting: | 15 October 2019 |
| Subject: | CAO 56-2019 Strategic Plan Annual Report and 2020 Council Priorities Review |

PURPOSE

Senior staff are preparing the 2020 Draft Budget taking into account established levels of service, operating efficiencies recommended, and strategic priorities identified. Before the draft budget is finalized staff felt it was important to check-in with Council that our budgeting assumptions to maintain the current level of services and strategic priorities was correct.

To help Council have this discussion, through the three reports on the October 15, 2019 agenda staff are providing the information Council requires to inform themselves of ability for the Town take on additional priorities and new work.

This report is to facilitate Council's review of their priorities for the coming year, and to revisit and confirm their priorities for the 2018-2022 term. This review will ensure that staff's works plans match Council's priorities.

RECOMMENDATION

THAT CAO 56-2019 Strategic Plan Annual Report and 2020 Council Priorities Review be received for information and discussion.

BACKGROUND

On an annual basis, the CAO brings forward a report that facilitates Council's review of the strategic plan, the status of its implementation, and the identification of any new priorities.

With 2018 being an election year, the newly elected Council reviewed the strategic plan in April 2019 to ensure a collective direction for the corporation. That review produced a number of minor refinements to the strategic plan which are documented in the attachments later in this report.

In a typical year, the strategic plan review occurs in October or November prior to the draft budget being tabled by staff. This timing allows staff to present a budget that reflects updated priorities of Council.

REPORT

Today's discussion is focused on three primary outcomes.

1. Educating Council on the accomplishments in 2019, and what work is still outstanding.
2. Determining 2020 Council Priorities
 - a. What should be the focus over the next year?

- i. What should the corporation maintain from the Strategic Plan and previous Council directives?
 - ii. Are there new priorities?
3. Determining if Council has any new priorities for the remainder of the term?

Report on 2019 Corporate Accomplishments

2019 should be viewed as a very busy and successful year. A number of initiatives were implemented that materially advanced the tactics in Council's Strategic Plan. Additionally, the corporate administration delivered a significant undertaking in the form of a service delivery review which will change the direction of the corporation in a number of areas.

The achievements and outcomes that staff have tracked as presented below.

1. 2019 Strategic Plan Annual Report

Attached to this report is the draft 2019 Strategic Plan Annual Report. The annual report is a simplistic performance measurement tool which is published annually. The annual report should not be considered a comprehensive list of all of the Town's accomplishments. The annual report simply documents at a very high level the initiatives that were implemented in a given year that relate back to Council's strategic plan or other Council identified priorities.

As Council reviews the 2019 Strategic Plan Annual Report you will note that some of the text is coloured red for review purposes only. This verbiage represents amendments to the key tactics within the Strategic Plan that were made based on Council's priorities discussion in April 2019 when Council was asked to identify their key priorities for the term.

2. Council directed strategic and organizational priorities

During Council's discussion in April 2019, no particular timeline was attached to the new priorities identified by Council. From an implementation perspective, staff viewed these as Council's priorities for the term. The chart below provides a brief update on the status of each identified priority:

| Pillar | Strategic Priority Statement | Timeline | Comments |
|------------------------|--|-----------------|---|
| Infrastructure | Conduct a session to review and prioritize assets so that limited capital and maintenance funds can be directed appropriately. | TBD | |
| | Serviced Industrial Land – Complete the process of investigating land options, and develop a conceptual design for the preferred option | In Progress | <ul style="list-style-type: none"> • BM Ross retained to complete the review. • Kick-Off meeting held, and all background information shared. • Draft report Spring 2020. |
| Recreation and Culture | Public Art Project: <ul style="list-style-type: none"> • 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. | June 25, 2019 | <ul style="list-style-type: none"> • Public Art Committee formed and regular meetings held • Key Concepts presented to Council at June 25, 2019 Council meeting • RFP for Public Art released, included extension. No submissions • Reported back to Council September 24, 2019 • Committee will continue to meet to refine terms and projects |
| Economic Development | 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 | March 1, 2020 | <ul style="list-style-type: none"> • In July, 2019 a downtown experience photoshoot was completed. Highlighted dining and shopping. Photos to be used in marketing the downtown. |

| Pillar | Strategic Priority Statement | Timeline | Comments |
|--------|---|---------------|---|
| | 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. | | <ul style="list-style-type: none"> The corporate voice and identity will be updated as part of the roll out of the new campaign. Slogans being developed in fall 2019. 2019 was the first time the Town partnered with the newspaper on the Visitors Guide and it was a successful partnership that we will continue. Also worked with Stratford Tourism Alliance to enhance the Town's partnership and utilize the influencer program. |
| | 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. | March 1, 2020 | <ul style="list-style-type: none"> "Don't miss a single, beautiful moment in St. Marys" campaign rolled out in summer 2019. Variations for tourism and economic development being developed for fall 2019. In April, the Canadian Baseball Hall of Fame's 2019 Induction Guide was redesigned to welcome out of town visitors and to encourage them to stay in touch with the Town of St. Marys on our social media channels. In gathering all the photos to represent the beauty of St. Marys in the ad, the tagline of "Stay in touch so you don't miss a single, beautiful thing" was created. To make it easier for visitors to stay in touch, the www.townofstmarys.com/stayintouch page was also created and shown in the ad as the call to action. Also in April, the campaign continued in a special edition of the Stratford Beacon Herald promoting the Stratford Festival. The tagline was also adjusted slightly from "beautiful thing" to "beautiful moment" Planning and content design well underway for the re-organization and new content on "Recreation and Culture" and "Discover our Town" pages of the website. Splash page to be launched in October. In Aug., 2019 staff met with RTO4 (Regional Tourism Organization 4) to discuss how the organization can assist St. Marys with tourism. Discussed Destination Development & DNA, visitor surveys, Signage Implementation & Digital Storytelling. Driftscape App will launch in October. Will feature Trails, Culinary, architecture, destinations (Quarry, PRC) and culture. |

| Pillar | Strategic Priority Statement | Timeline | Comments |
|---------|---|--------------|--|
| | 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. | June 1, 2020 | <ul style="list-style-type: none"> Half-page ad submitted for the 2020 Festival Visitors Guide (first time that Town has submitted an ad this size) Participated in Stratford Festival Tour Operator Information Day in September. 145 people attended and Tour Operator packages distributed In Aug. 2019, staff met with the Stratford Festival Marketing Department to plan 2020 advertising opportunities for St. Marys. Annually the Museum and the Town have advertised in the Festival Guide on a small scale. The discussion focused around how to increase our profile with the Festival through advertising opportunities and how we can coordinate our efforts to best maximize our advertising spend with the Festival. From June 26 to July 3, as part of our partnership with Stratford Tourism Alliance, the Town of St. Marys had counter display space at Visitors information Centre in Stratford. |
| Housing | Take all steps within the Town's authority to create as much supply as possible. | Complete | <ul style="list-style-type: none"> Numerous initiatives underway. Strategic Plan revised to include this call to action. |
| | 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. | Complete | <ul style="list-style-type: none"> Policies to be included in draft OP. |
| | 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. | Late 2019 | <ul style="list-style-type: none"> Draft OP to be presented for Council review. |

During Council's discussion in April a number of operational level priorities were identified. The chart below provides a brief update on the status of each identified priority:

| Operational Level Priority Statement | Timeline |
|---|----------|
| Complete a Service Delivery Review as a proactive step to develop strategies to manage the impact of expected funding cuts from the province. | Complete |

| Operational Level Priority Statement | Timeline |
|---|--------------------------------|
| Report back on the pedestrian lights in the downtown core, including public concerns, actions taken to date, and possible solutions. | November 26, 2019 |
| Install signage to better delineate the sidewalk at Tim Hortons, and take any other steps necessary to improve visibility of pedestrians on the sidewalk. | Complete |
| As a part of the ongoing park naturalization research, consider creating an area for residents to transplant tree seedlings from their property. | TBD – refer to Green Committee |
| Be prepared to take on an active role as an advocate for local services if they are impacted by proposed Provincial budget cuts. | In Progress as Applicable |

3. Resolution Tracker

Attached to this report is the resolution tracker that the Clerk's department administers. The resolution tracker was developed as a way to track the outstanding resolutions of Council, and to ensure that the decisions of Council are implemented.

This document identifies a number of outstanding directions of Council that are not necessarily related to advancing the strategic plan. Some outstanding resolutions are 1-2 years old and staff is asking Council to clarify whether these are still a priority, or if they could be taken off the list.

2020 Council Priorities

For today's discussion, Council will want to carefully think about "What's Coming Next in 2020?". In the current draft of the 2019 strategic plan annual report, staff have presented a high level overview of the corporate work plan for 2020 as it relates to the strategic plan. The source of this information includes follow-up work required to implement Council's service delivery discussions, progression of various master plans (Recreation and Leisure Master Plan, PRC Strategic Master Plan, Asset Management Plan, Tourism and Culture Plan, etc) along with other projects that staff has flagged as being a priority. In the resolution tracker staff have done their best to identify what other work will be coming forward.

Overall, it is the goal of this report to paint a picture for Council what the work plan will be for 2020 and how the strategic plan will be advanced along with all of the other regular duties and projects we must complete on an annual basis.

It is the CAO's intent that Council will review the work plan and determine if staff's identified timelines and priorities match Council's, or determine if there are other priorities that should be advanced.

FINANCIAL IMPLICATIONS

None at this time.

SUMMARY

Senior staff are preparing the 2020 Draft Budget taking into account established levels of service, operating efficiencies recommended, and strategic priorities identified. Before the draft budget is finalized staff felt it was important to check-in with Council that our budgeting assumptions to maintain the current level of services and strategic priorities was correct. If Council believes that there needs to be a change in this approach, staff needs that direction so that it can be incorporated into the budget.

Moving forward, the workload for staff remains high. If Council chooses to add new areas of strategic focus or new operational projects on top of those already identified, the corporation will face a capacity issue to implement everything in a timely manner and to the professional level that is the expectation. If Council chooses to add additional projects, it is the CAOs suggestion that Council will need to decide which projects already on the list will come off or be deferred.

Much like the 2018 annual report that was completed in the spring, Councillors may wish to consider the following questions before the meeting to help prepare for the conversation:

- Are there priorities / tactics / initiatives that Council believes have been advanced far enough for now or are no longer a priority (i.e. maintain the steady state) that can be taken off the list?
- Are their outstanding resolutions that Council no longer feels are relevant or need to be implemented by staff? If so can they be removed from the list?
- What priorities should be considered top priority for 2020? What are Council's top priorities for the remainder of the term?
- Are there any priorities / tactics / initiatives that are not included that Council believes should be added to the list? Where do they fit in?

Framed another way:

- Of all the initiatives that staff have identified in the body of this report, what are the 5-6 things that the Corporation must accomplish in 2020?
- Looking further ahead, what are the 5-6 things that Council wants to look back on at the end of the term and say "we accomplished that"? Are they the same as Council identified in April 2019 (i.e. a core focus on infrastructure, tourism, and housing?).

STRATEGIC PLAN

- ☒ This initiative advises Council's Strategic Plan by serving as the annual performance measure and Council review of the plan.

OTHERS CONSULTED

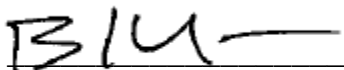
Senior Management Team

ATTACHMENTS

1. 2019 Strategic Plan Annual Report
2. Listing of the Outstanding Resolutions of Council

REVIEWED BY

Recommended by the CAO



Brent Kittmer
CAO / Clerk

Town of St. Marys
Strategic Plan Annual Report
DRAFT – Pre Branding

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Introduction

In January 2017, Council adopted an action-oriented strategic plan divided into six strategic priority areas:

Pillar #1 Infrastructure: Implement a progressive infrastructure plan;

Pillar #2 Communication and Marketing: Become a proactive internal and external communicator;

Pillar #3 Balanced Growth: Support and invest in public services to attract and retain youth/newcomers/business to grow the community into the future;

Pillar #4 Culture and Recreation: Develop scale appropriate recreation and leisure services; position the Downtown as culturally vibrant; make investments in key parks;

Pillar #5 Economic Development: Position culture and tourism as key economic drivers.

Pillar #6 Housing: Make the Town's housing stock more flexible and affordable.

This Annual Report provides a snapshot of our achievements for 2019, the strategies that the achievements advance, and our plan moving forward for 2020.

2019 Achievements and Outcomes:

| | |
|------------|--|
| <h1>1</h1> | <h3>Infrastructure:</h3> <p><i>Focus on a progressive infrastructure plan that considers sustainability and growth, while balancing expected changes in provincial and environmental standards, and focusing on critical infrastructure needs like water storage, local bridges, landfill expansion, and fibre optic internet.</i></p> |
|------------|--|

Key Tactics:

Develop a proactive infrastructure plan to address maintenance needs, the Town's limited financial resources, and changing accessibility and climate legislation.

Plan for long-term community growth through an updated water reservoir to address storage concerns.

Plan for long-term waste management needs, with a view to reducing waste and increasing recycling opportunities.

Take the necessary steps to encourage and allow for last-mile fibre optic internet service.

Position the Town to be in a state of readiness for infrastructure grant programs.

Develop a maintenance schedule for prioritized, Town-owned heritage assets.

- ✓ Secured a grant with other Perth Municipalities to develop a community climate change plan.
- ✓ Adopted a Strategic Asset Management Policy.
- ✓ Adopted Water and Waste Water System Financial Sustainability Plans.
- ✓ Retained an engineering firm to complete design engineering for Egan Avenue.
- ✓ Landfill EA Assessment approvals pending fall of 2019.
- ✓ Working with the Green Committee, researched and recommended new waste diversion programs (mattresses, textiles).
- ✓ Supported the Quadro last-mile fibre optic by confirming a total investment of \$246,000 in organizational capacity through to completion of the project.
- ✓ A number of key infrastructure projects were completed:
 - Facility condition assessments for 3 locations.
 - Commissioned new St. George Street water reservoir.
 - Window replacements at Town Hall and Library.
 - Accessible Library Circulation Desk.
 - Improved façade of Town Hall with copper eaves troughs and down spouts.
 - Historic Water Tower structural upgrades.
 - Accessibility upgrades to Cenotaph walkway.
 - St. George Street N reconstruction.
 - Design and tendering of fire hall modernization.
 - Water Street S Culvert repairs.
 - Waste water treatment plan repairs and upgrades

2

Communication and Marketing:

Focus on a proactive approach to communication and community positioning by developing and implementing comprehensive plans for engagement, marketing, tourism, economic development, and unique cultural events and offerings.

Key Tactics:

Develop a proactive communications plan for the public and staff.

Proactively position St. Marys as an ideal setting for business, tourism, and residential growth.

Develop a strategy for wayfinding signage, which includes positioning and identity promotion.

Develop key communications policies, including a social media policy and a media relations policy.

Actively promote existing cultural/community events, the Town's unique offerings, and seek to develop a new or re-branded existing event.

- ✓ Updated the corporate logo and branding guidelines.
- ✓ Updated corporate photography inventory used for marketing, economic development and tourism.
- ✓ Continuous improvements made to the functionality, navigability, and content of the Town Website.
- ✓ Corporate Wayfinding Signage Strategy adopted. Sourcing grant funding for implementation of the strategy.
- ✓ Town Instagram account created, with 802 followers.
- ✓ Improved marketing and positioning of the PRC by completing a communications audit, redeveloping social media templates, and implementing a semi-annual survey.
- ✓ Tourism map boards for Town Hall and the PRC which include QR code to promote events and cultural activities.
- ✓ A number of key recommendations from the Corporate Communications Plan were advanced:
 - Updated the corporate logo, social media, and branding guidelines.
 - Developed "beautiful moments" advertising campaign to update corporate voice and align with economic development and tourism.
 - Website upgrades for "Recreation & Leisure" and "Discover our Town" pages.
- ✓ Celebrated the culture of St. Marys through the following community events:
 - FM 96 Small Town March Madness
 - Murdoch Mysteries viewing party
 - Canada Day
 - Heritage Festival
 - 20 on the Trestle Series
 - Nuite Blanche
 - Doors Open
 - WinterLights

3

Balanced Growth:

Develop a growth plan, and make investments in the strategies, services, and public infrastructure required to attract and retain youth and newcomers; while continuing to advance traditional industry/business attraction, retention and expansion tactics.

Key Tactics:

Develop population growth and retention strategies, specifically targeting youth and newcomers.

Develop a youth retention and engagement strategy, and specifically implement a youth engagement council.

Assess community needs, and to identify the key community services and infrastructure needed to sustain population and business growth.

Invest in and support the required community services and infrastructure to attract and retain youth, newcomers, and business.

Ensure attraction strategies includes efforts to attract workforce and identify work opportunities for youth.

- ✓ Developed survey to determine baseline youth focused needs to support Perth4 Youth strategic planning.
- ✓ Active partner in Newcomer Settlement Huron Perth
- ✓ Expanded recreation services and programming for youth and young adults.
- ✓ Expanded engagement with youth through a youth council, and in the planning stages of applying for a Youth Friendly Community designation.
- ✓ Partnered with the City of Stratford and the County of Perth to secure grants for two regional public transit projects
- ✓ Applied for RED funding to update a downtown and community revitalization plan.
- ✓ Participated in the youth Pathways career day to highlight education routes and job opportunities in St. Marys.
- ✓ Participated in the Grade 8 career day with Holy Name of Mary Catholic School.
- ✓ Approved annual \$50,000 donation to the Local Health Care Foundation.
- ✓ Approved a regional partnership in the Huron Perth Ontario Health Team project to have a voice in ensuring strong local health care services
- ✓ Retained an engineering firm to begin the development of a serviced industrial land strategy.
- ✓ Approved sale process for 478 Water Street, Junction Station and McDonald House for business expansion.

4

Culture and Recreation:

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

Key Tactics:

Complete a Recreation Master Plan and begin to implement its key recommendations.

Work to fill vacant spaces at the Pyramid recreation Centre (PRC), including co-location of municipal services, new programs, and seek out a permanent outside tenant.

Shift the focus of the Downtown from built heritage to cultural vibrancy through investments in arts, theatre, and facilitating a year round Farmers Market.

Enhance the profile of the Town's parks, with focused investments in Cadzow Park as the primary family-oriented park and Milt Dunnell Park as the location for culture and events.

Actively work to incorporate the river into the cultural life of the Town.

Develop a granting policy that ensures the Town's limited funds are directed to Council's key priorities.

- ✓ Advanced and implemented the following key recommendations of the Recreation and Leisure Master Plan:
 - Core services review and program inventory completed.
 - Cost recovery philosophies adopted
 - New vision and marketing approaches for the Quarry.
 - Regular surveys in the spring/summer to track user satisfaction, and community programming desires.
 - Relocation of Southvale soccer field to Meadowridge park
 - Installation of two digital screens in the PRC to improve internal advertising and facility navigation
- ✓ Advanced and implemented the following key recommendations of the Pyramid Recreation Centre Strategic Business Plan:
 - Communications audit completed, new social media templates and semi-annual survey implemented.
 - Conversion of pool disinfection to UV-Chlorine.
 - Equipment replacements to modernize rental areas.
 - Shoulder season ice schedule recommendations.
- ✓ Public Art Committee formed, refining terms of reference and advancing implementation of public art.
- ✓ Further upgrades at Cadzow Park, including accessible pathways.
- ✓ Advanced the forestry program through boundary markers and an outdoor learning environment at Sparling Bush developed a species list for municipal plantings.
- ✓ Approved \$46,000 in grants under a new Community Grant Program.

5

Economic Development:

*Emphasize culture **and tourism** as key economic drivers, while continuing the traditional approaches of business attraction, retention and expansion*

Key Tactics:

Position tourism a key driver of economic development. Review and determine what makes St. Marys a special place to visit, and market these unique niches.

Promote the Downtown as a key face of the community. Determine its identity, and focus marketing on what the Downtown is and what is going on.

Shift the focus of the Downtown from built heritage to cultural vibrancy through investments in arts, theatre, and facilitating a year round Farmers Market.

Take on a leadership role in coordinating regional economic development partnerships. Put an added focus on partnerships with the City of Stratford and the Festival.

Seek out opportunities to ensure businesses stay and grow in the community. Assess if Town-owned land assets could be better used by others for business purposes, including incubators.

- ✓ Adopted a Culture and Tourism Strategy. Implemented the following key recommendations:
 - Developed “beautiful moments” advertising campaign to align with economic development and tourism.
 - Launched Driftscape to promote heritage tourism marketing.
 - Promoted exiting cultural/community events while establishing 20 on the Trestle Event
- ✓ Established strong partnerships with the City of Stratford by:
 - Developing a formal day tripping and overnight program with the Festival, complete with marketing through the Stratford Tourism alliance.
 - Half-page ad in the 2020 Festival Visitors Guide
 - Leveraging Stratford Festival Marketing Department to plan 2020 advertising opportunities for St. Marys.
- ✓ Facilitated two Murdoch Mysteries filming shoots in downtown St. Marys, and formalizing film partnership packages.
- ✓ Continued with strategies to establish the train station as a tourism, cultural and small business destination through:
 - \$10,000 grant to the St. Marys Station Gallery.
 - Installation of an Electronic Car Charge Station at the St. Marys Station.
 - Leasing of space for small business use.
- ✓ Hosted a business networking event on the Trestle in partnership with Quadro and the Chamber of Commerce.
- ✓ Development of resource materials for local businesses
 - Business directory on the Town website.
 - Promoting the Opportunities Lives Here job forum.
- ✓ Supported Farmers’ Market in their pilot to develop a year round market.

6

Housing:

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

Key Tactics:

Take all steps within the Town's authority to create as much housing supply as possible.

Identify development areas where increased development densities or alternative forms of housing, including tiny home and/or modular home developments, would be appropriate.

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.

Create municipal policies that reduce barriers to and support the development of attainable housing.

Explore opportunities for private-public partnerships and direct municipal investment to enable development of attainable housing.

View non-essential Town-owned assets as opportunities to support the creation of housing.

- ✓ Directed staff to include the following key policy changes in the draft Official Plan to help facilitate more housing supply:
 - Designate additional lands for residential development reflective of a 1.5% growth rate.
 - Increase the maximum building height for all residential areas from 3 to 4 storeys.
 - Allow for flexibility in the 4 storey maximum for residential developments on green fields and fringe lands of the Town where the impact to the surrounding neighbourhood is limited
 - Identifying appropriate locations for higher density development in new mixed use areas.
 - Removed the secondary public road access policy requirement for new development or redevelopment proposing more than 30 dwelling units or infilling in areas that currently exceed 30 units.
 - Research and report back on all alternatives the Town could pursue to create a secondary access for Widder Street East.
- ✓ Approved Stoneridge Phase II development with 30 single-detached residential lots, 5 lots to accommodate 10 semi-detached units, 6 lots to accommodate 34 townhouse units.
- ✓ Approved the Thames Crest Phase II subdivision with 168 single detached residential lots, 3 medium density blocks for approximately 55 street townhouse units, lots approved with reduced widths at 10.7 m to increase density and reduce the cost to provide housing.
- ✓ Approved development of 275 James Street South, with 24 condominium townhouse units.

What's Coming in 2020?

- ➔ Advancing strategies to develop a proactive infrastructure plan by:
 - Upgrading and modernizing of the of the existing fire hall.
 - Reviewing the sidewalk network to identify redundancies and opportunities to reduce infrastructure replacement costs.
 - Redevelopment of Egan Avenue.
 - Updating Roads Assessment study.
 - Completing pre-design of Elizabeth Street reconstruction.
 - Expanding asphalt mill and pave and surface treatment program.
 - Completing repair work to the Church Street bridge.
 - Continuing repairs to the dam.
 - Continued major refurbishment works to various components of Waste Water Treatment Plant
 - Completing a water tower inspection.
 - Working with consultant to create an Asset Management Action Plan.
 - Continued support of the Quadro last mile fibre optic internet project.
- ➔ Advancing strategies for scale appropriate recreation services by:
 - New profit sharing model for alcohol sales, revamped ice allocation and ticket ice policies, non-prime closures (weekends, select statutory holidays), replacing the PA day program with alternative programming, adjusting splash pad hours , adjusting the canteen hours, increasing service offerings for high use programs, possible one time capital investments to reduce utility usage, fully digitizing the Recreation and Leisure guide.
 - Continued development of Active Trail and parks networks.
- ➔ Advancing strategies to attract/retain youth and newcomers and provide the necessary public services by:
 - Revise Blanshard Nursery operations to improve part-time child care wait times.
 - New 0-6 child programming funded through the EarlyON grant.
 - Implementing regional public transit.
- ➔ Advancing strategies to position culture, events and tourism as the key economic driver by:
 - Partnering to develop the north end of the quarry with a water playground.
 - Town map boards for the Lind Sportsplex.
 - Combining Homecoming 2020 and Heritage Festivals.
 - Launching Nuit Blanche as a stand-alone event in the downtown core.
 - Identity promotion of tourism and attractions.
 - Developing seasonal taglines and marketing campaigns.
 - Creating a Downtown and community revitalization plan.
 - Developing a Community Profile.
 - Interactive tourism displays in the Downtown core.
 - Revising the Museum Strategic plan within Council's tourism vision of focusing on the arts, cultural heritage, and history in the making.
- ➔ Advancing strategies to create as much housing supply as possible by:
 - Reviewing fee reductions for attainable housing projects.
 - Completing the Official Plan.
 - Supporting major housing developments (Stoneridge II, Thames Cres II)

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
|------------------------------------|--|---|
| Building and Planning/Public Works | Resolution SC2016-12-13-28 THAT Staff report back to Council regarding adopting a naturalized approach to grass maintenance for parkland assets after completion of the recreation master plan, and as a 2018 budget consideration. | Assigned to the Green Committee to address in conjunction with active transportation network development |
| CAO/Clerk | Resolution 2017-07-25-17 THAT COR 31-2017 Accessible Websites and Web Content report be received; and, THAT the Town perform a test pilot on livestreaming services for Council meetings for a three month trial period at no charge with a report back from staff for Council to determine its next steps; and THAT staff be directed to prepare correspondence to the Information and Communications Standard Review Committee regarding the negative impact on accessibility, communication and transparency of Council proceedings due to O. Reg 191/11 Section 14. | Trial complete. Implementation through current agenda software provider too costly. |
| CAO/Clerk | Resolution 2017-08-22-14 THAT Council direct staff to continue to explore the option of establishing an operating reserve fund for the St. Marys Public Library. | Preliminary meetings held. |
| Public Works | Resolution 2017-11-28-26 THAT report PW 55-2017 Meadowridge Sign Ownership and Maintenance Easement Agreements be received; and, THAT Council direct staff to pursue the necessary easement agreements to assume ownership and maintenance of the Meadowridge Subdivision entrance signs on Meadowridge Drive. | Survey work completed, Agreements drafted, waiting on legal for implementation |
| CAO/Clerk | Resolution 2017-12-12-03 THAT the correspondence from Mary Jane Ball regarding Backyard Chicken Coops be received and that staff be directed to bring back an amended bylaw to Council on Backyard Chicken Coops. | By-law being research paused as Deputy Clerk fills in for the planning Dept. |
| Building/Development | Resolution 2018-01-09-10 THAT DEV 02-2018 Official Plan Amendment and Zoning By-law Amendment Applications by 1934733 Ontario Inc. affecting 151 Water Street North, St. Marys (File No. OP01-2016 and Z06-2016) be received; and THAT the comments received at the Public Meeting be addressed in a comprehensive report presented at a subsequent Planning Advisory Committee meeting, outlining staff recommendations on the disposition of these Applications. | Correspondence with applicant ongoing. Waiting for applicant to resubmit. Final deadline of summer/fall 2019 given to applicant. |

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
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| Public Works, Building and Development Corporate Services | <p>Resolution 2018-05-08-08 THAT Council distributes the Main Street Funding to the following projects: \$20,000 to the Downtown St. Marys public art program (Category 2) \$10,000 to the Community Improvement Plan approved Façade Improvement and Designated Heritage Property Grant programs (Category 1) \$14,072.5203 to Downtown gateway landscape design and construction projects (Category 2).</p> <p>SPC Direction April 16, 2019: • By the June 25, 2019 Council meeting, report back on key concepts for Public Art so that the procurement process can begin immediately after.</p> | <p>Art program on pause. Report back pending. Complete</p> <p>Complete</p> <p>Complete</p> |
| Building and Development | <p>Resolution 2018-05-22-09 THAT Council approve the following recommendations to support Affordable Housing in St. Marys:</p> <ol style="list-style-type: none"> 1. Initiate a Town-wide amendment to the Zoning By-law to permit secondary units in single detached, semi-detached and townhouse dwellings subject to specific provisions to regulate potential issues such as parking; 2. Engage in discussions with the development industry with respect to opportunities and potential issues related to implementing inclusionary zoning in St. Marys; 3. Explore opportunities for pre-zoning certain lands for affordable housing following completion of the Official Plan review; 4. Consider alternative development standards, following completion of the Official Plan review, through an update to the Town's Zoning By-law; 5. Support the recommendations of the Official Plan review to consider options to permit standalone residential uses (e.g. low-rise apartment buildings) in the periphery parts of the Central Commercial area, provided such uses do not impact the primary commercial, service and tourism function of the downtown; 6. Staff report back on the financial implications of: <ol style="list-style-type: none"> a) Proposed development charges discounts for new multi residential units constructed for a sale price of \$265,650 or rentals of approximately \$850 per month. b) Amending the multi-residential tax ratio from 1.1 to 1.0 for newly constructed rental apartments of 7 or more units for the first 10 years after construction c) And waiving other associated planning fees. 7. Continue to provide land for affordable housing through the sale or leasing of surplus or underutilized municipally owned land, and consider maintaining a publicly accessible database to assist potential developers seeking to construct affordable housing and tenants seeking affordable housing vacancies. | <p>Direction received at May/June SPC meetings</p> <p>Report back completed. Subsequent resolutions dealing with this.</p> |
| Building and Development | <p>Resolution 2018-06-12-13 THAT DEV 25-2018 Application for Removal of Holding Symbols (Z05-2017) be received; and THAT Council enact Zoning By-law Z126-2018 to remove the Holding "H" symbols from the</p> | <p>Internal check and balance created. Staff advised of restrictions.</p> |

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
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| | <p>properties known as 247, 243 and 239 Emily Street (Lots 30, 31, and 32 of Plan 44M-64); and THAT Council enact Zoning By-law Z126-2018 to remove the Holding "H" symbols from the property known as 235 Emily Street (Lot 33 of Plan 44M-64), and THAT the property owner satisfy the following requirements prior to receiving a building permit for Lot 33:</p> <ul style="list-style-type: none"> • a "hidden driveway" sign be installed on the south side of the overpass warning northbound traffic of the potential hazard; and • a one-foot reserve be placed on the southerly 10 metres of lot frontage of Lot 33 so that the driveway entrance could not be installed any closer to the Emily Street over pass than what was assessed in the sight line analysis. | |
| Corporate Services Building and Development | <p>Resolution 2018-06-12-17 THAT Council direct Staff to conduct a video surveillance assessment at Cadzow Park and present the findings to Council at a future meeting.</p> | |
| CAO/Clerk | <p>Resolution 2018-07-24-10 THAT CAO 27-2018 Community Transportation Grant Information be received, and THAT the Town of St. Marys enter into a Local Partnership Agreement with the City of Stratford, Perth County, and its member municipalities as required, which includes cost-sharing to initiate both inter-regional and intra-regional service, issuance of a proposal call, promotion and advertising the new service, ticketing, association arrangements with transit providers and sharing of any potential fiscal or other risk; and THAT the Local Partnership Agreement be presented to Council prior to its execution; and THAT The Mayor and Clerk be authorized to enter into all requisite agreements, subject to the concurrence of legal review and the CAO; THAT Staff be authorized to participate in the issuing of requisite calls for proposals or other bidding tools to procure services to oversee and operate new transit service, subject to the provisions of the Town's Procurement By-law.</p> | <p>Local partnership agreement being vetted. Transportation route design survey open until October 14, 2019.</p> <p>Looking to Spring 2020 implementation.</p> |
| Public Works | <p>Resolution 2018-07-24-29 THAT Council direct Town Staff to review the condition of public benches.</p> | <p>Staff creating and inventory, and GPS location of each bench. Once total number of benches are known a service level policy will be created for consideration by Council.</p> |
| Building/Devel | <p>Resolution 2018-08-28-16 THAT DEV 38-2018 regarding the charging of parking fees with certain uses in the Town of St. Marys be received; THAT Council direct staff to prepare a report and draft by-law for September 11, 2018 that prohibits paid parking facilities associated with our local hospital.</p> | <p>Report back pending legal opinion.</p> |

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
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| Building/Devel | <p>Resolution 2018-08-28-17 THAT DEV 39-2018 Demolition Permits be received; and THAT Council direct Staff to include the following recommendations for communications prior to a demolition permit being issued for a building larger than a single family dwelling in the Building by-Law when it is updated in 2019:</p> <ol style="list-style-type: none"> 1. The surrounding neighbors abutting the property: <ol style="list-style-type: none"> (a) Be notified 7 days prior to the start of demolition, (b) Be given a contact name and number of the owner of the property, (c) Be given a contact name and number of the general contractor completing the work, and (d) Be notified of the method used to raze the building (excavator, explosive, etc.). 2. Have the property posted with a sign no smaller than 1.2m by 1.2m facing each street that the property abuts that will provide the above information, at least 7 days prior to the demolition taking place. 3. Prove that Notice of Project has been filed with the Ministry of Labour (if required). 4. Provide the haul routes being used. 5. Provide the expected start and end dates of the demolition. | This will be included in the next building bylaw. Late 2019/Early 2020 |
| CAO/Clerk | <p>Resolution 2018-09-11-10 THAT By-law 75-2018, Refreshment Vehicles, and By-law 76-2018, Fees and Charges Amendment, be tabled until there is further input from restaurants and service clubs.</p> | Public Consultation planned for 2019 when Clerks department clears larger files. |
| CAO/Clerk | <p>Resolution 2018-10-30-04 THAT staff craft a policy for all members of Council to have a Town cell phone with data, or a \$50 allowance per month.</p> | |
| Building/Development | <p>Resolution 2018-10-30-12 THAT DEV 48-2018 Affordable Housing Financial Incentives report be received; and THAT Council direct staff to prepare a detailed strategy and financial analysis for incentives to encourage affordable housing in St. Marys with the following key attributes:</p> <p>To encourage the development of rental housing:</p> <ul style="list-style-type: none"> • Full or partial development charge exemptions to non-profit and government bodies that provide affordable housing • Partial exemptions or deferred payments for development charges on all other affordable apartment type development • Lower the Town's tax rate for multiple housing from 1.1 to 1.0 • Full or partial planning application fee exemptions for proposed affordable apartment unit development <p>To encourage the development of more affordable free hold housing:</p> <ul style="list-style-type: none"> • Continue to require a mix of housing forms and densities • Encourage the provision of affordable housing opportunities through the planning approvals | Report to Council on Tuesday Oct 22, 2019 |

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
|----------------------|---|---|
| | <p>process</p> <ul style="list-style-type: none"> Explore options that may be able to fill the gap in affordable freehold housing such as the viability and appropriateness of 'tiny houses', 'tiny apartments' or other forms in St. Marys <p>To encourage the development of affordable "alternative" freehold housing:</p> <ul style="list-style-type: none"> Partial exemptions or deferred payments for development charges Full or partial planning application fee exemptions for proposed affordable unit development | |
| Building/Development | <p>Resolution 2018-10-30-13 THAT Council direct staff to complete an analysis of alternative size thresholds for the identification of significant woodlands in the Town (2 and 4 hectares), present these findings to the Planning Advisory Committee and consult with affected landowners and the community with respect to a proposed natural heritage system in St. Marys.</p> | Complete. This will be included in the draft OP for Council to review. |
| Building/Development | <p>Resolution 2019-02-26-11 Moved By Councillor Pridham Seconded By Councillor Luna THAT DEV 14-2019 St. Marys Pyramid Recreation Centre Spa Repair be received; and THAT report DEV 14-2019 be forwarded to the Recreation and Leisure Advisory Committee for engagement with aquatics users and a recommendation on the future of the Spa at the St Marys Pyramid Recreation Centre.</p> | Currently speaking with other companies to provide comments and suggestions, along with gathering quotes. |
| CAO/Clerks | <p>Resolution 2019-03-12-12 THAT CAO 29-2019 Fees for Police Checks for Volunteers be received; and THAT police checks for volunteers in St. Marys be completed at no charge; and THAT the Town reimburse eligible volunteers for the cost of police checks, subject to proof of purchase being provided.</p> | Draft policy created. Being circulated and vetted internally. |
| Public Works | <p>Resolution 2019-03-19-04 THAT PW 18-2019 Maxwell St. Pedestrian Facility Review be received; THAT Council approve a phased approach with Options 2a as presented in the report; THAT Council direct staff to review the entire road network and prepare a report back to Council comparing the existing road network and its pedestrian facilities to the Town design standards and bringing forward recommendations on ways to improve the overall safety of pedestrian crossings; and THAT Council direct staff to prepare the necessary amendments to the Traffic and Parking By-Law to implement Option 2a.</p> <p>Resolution 2019-05-14-09 THAT the correspondence from Amanda McKay regarding push button lights on James Street</p> | <p>By-law 59-2019 passed on May 28, 2019 which implemented Option 2a.</p> <p>Completed</p> |

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
|----------------------|---|---|
| | <p>North be received; and THAT staff conduct a technical warrant analysis for a lighted crossing on James Street North at the Grand Trunk Trail Crossing to be included in the comprehensive review of sidewalks and pedestrian crossing facilities requested by Council.</p> <ul style="list-style-type: none"> Also make sure to include the review of redundant sidewalks as noted during the Service Delivery review. | |
| Building/Development | <p>Resolution 2019-06-11-04 THAT Council approve the following:</p> <ol style="list-style-type: none"> As part of the Official Plan review, remove the secondary public road access policy requirement for new development or redevelopment proposing more than 30 dwelling units or infilling in areas that currently exceed 30 units. Maintain policies in the Official Plan and regulations in the Zoning By-law restricting new development, infilling and intensification in the area north of Trout Creek and bounded by the CNR track until a suitable secondary access point is established. That Staff research and report back on all alternatives the Town could pursue to create a secondary access for Widder Street East. | Draft OP updated to reflect policy decisions. |
| Building/Development | <p>Resolution 2019-06-11-10 THAT the correspondence from St. Marys Friends of the Library regarding the temporary sign by-law permit be received; and THAT Council waive the Temporary Sign By-law Permit fee for this term of Council.</p> | Done and ongoing. |
| Building/Development | <p>Resolution 2019-06-25-04 THAT staff be directed to include policies in the Official Plan review to:</p> <ol style="list-style-type: none"> Increase the Maximum Permitted Height for all Residential Areas from 3 to 4 storeys Provide clarity how the average height above grade will be defined, with consideration given to defining the 4 storey maximum by the primary vantage point for the development Allow for flexibility in the 4 storey maximum for residential developments on green fields and fringe lands of the Town where the impact to the surrounding neighbourhood is limited | Draft OP updated to reflect policy decisions. |
| Building/Development | <p>Resolution 2019-06-25-05 THAT the lands identified and recommended by staff in DEV 40-2019 be included in the Town of St. Marys' residential supply for the purposes of the Official Plan Review and Update; and THAT Council directs the Planner to create a 'special residential designation' that limits permitted building forms to mid-rise apartments, stacked or back-to-back townhouses and similar medium density development, and/or requires a minimum density of development (e.g. 60 units / hectare) for the purposes of identifying appropriate locations for higher density development in new mixed</p> | Draft OP updated to reflect policy decisions. |

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
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| | use areas. | |
| Finance | Resolution 2019-06-25-19 THAT Council direct the Treasurer to place the funds into reserve fund when received; and THAT staff bring forward recommendations to Council for the use of the one-time funding during the 2020 budget deliberations. | Will be included as part of the 2020 budget deliberations – Capital budget |
| Public Works | Resolution 2019-07-23-21 THAT PW 43-2019 Textile Recycling Program (Waste Diversion) be received; and THAT Council authorize staff to proceed with a waste reduction and diversion program for textiles at the St. Marys Landfill Site; and THAT Council directs Staff to complete a Request for Proposal for textile recycling at the St. Marys Landfill Site in accordance with Municipal By-law 36 of 2012. | RFP completed, Only one incomplete proposal bid received. Criteria to be re-evaluated, and RFP to be reissued. |
| Building/Development | Resolution 2019-08-27-15 THAT DEV 45-2019 Applications for Plan of Subdivision (STM 01-2019) and Zoning By-law Amendment (Z02-2019) by Thames Crest Farms Limited be received; THAT Council approve the Draft Plan of Subdivision (STM 01-2019) by Thames Crest Farms Limited as shown in Attachment 3 and subject to the conditions shown in Attachment 10 of Town Formal Report to Council DEV 45-2019; THAT Council determine that no further public notice and/or public meeting is required for the Application for Zoning By-law Amendment (Z02-2019) in accordance with Section 34(17) of the Planning Act since a public meeting was held in accordance with the <i>Planning Act</i> and the modifications to the proposed By-law are minor in nature; and, THAT Council enact Zoning By-law Z134-2019 for Thames Crest Farms Limited (Z02-2019). | Developer is currently completing the draft plan conditions, staff is starting the sub-division agreement |
| Building/Development | Resolution 2019-08-27-19 THAT DEV 49-2019 Friendship Centre Walk-in Fridge and Freezer Repairs be received; and THAT Council approve the unbudgeted amount of \$14,575.00 from the Reserve for Facility Repair and Maintenance for the purchase of a walk-in freezer and the walk-in fridge at the Friendship Centre. | Applied for a grant via Senior Services, and waiting on the status of the grant before proceeding with the work. |
| Public Works | Resolution 2019-08-27-26 THAT PW 46-2019 Sarnia Grand Trunk Trail Bridge (Trestle) Repairs be received; and THAT Council authorize the expanded scope of the Sarnia Grand Trunk Trail Bridge (Trestle) Repairs to include the replacement of the lampshades and ballasts with the variance to be funded from donations received from Trestle Fitness, the St. Marys Kinsmen Club, and Forman Electric; and THAT Council authorize sole sourcing the contract to Forman Electric Ltd. | Ongoing, Fixtures on Order, Painting on going |

Outstanding Council Directions – As at September 10, 2019

| DEPARTMENT | RESOLUTION | STATUS |
|------------------------|--|---|
| Public Works | <p>Resolution 2019-08-27-29 THAT staff research and report on the new provincial rules regarding 40 km/h speed limits in urban areas; and THAT staff research and report on adopting 60 km / h for the following:</p> <ul style="list-style-type: none"> • James Street South at Given Road to 80 km / h zone • Water Street South at 585 Water Street South to 80 km / h zone <p>THAT the report be shared with Community Policing Advisory Committee for a recommendation back to Council.</p> | Pending. First 2 of 3 reports to be presented to CPAC on October 15, 2019. |
| Clerks | <p>Resolution 2019-09-10-14 THAT COR 25-2019 Giving Day Initiative be received; and THAT Council proclaim December 3, 2019 as Giving Tuesday in the Town of St. Marys</p> | Flag to be hung |
| Clerks / Corp Services | <p>Resolution 2019-09-10-19 THAT Council receive and accept with regrets the resignations of Mary Van Den Berg and Chantal Lynch from the St. Marys BIA Board; THAT Council appoint Mayor Strathdee as an interim member of the BIA Board; and THAT Council direct staff to facilitate an election to fill the three vacant positions on the BIA Board.</p> | Correspondence sent to BIA Board regarding interim appointment of Mayor Strathdee |