



AGENDA
Special Meeting of Council

November 19, 2019

9:00 am

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

Pages

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

RECOMMENDATION

THAT the November 19, 2019 special meeting of Council agenda be accepted as presented.

4. **PUBLIC INPUT PERIOD**

(Information provided during the Public Input Period shall be directed by the public to Council members and shall deal with matters specific to Agenda business. A maximum of two (2) minutes per person is allotted for questions, and the maximum time allotted for the Public Input Period as a whole is ten (10) minutes.)

5. STAFF REPORTS

5.1 FIN 24-2019 2020 Pre-Budget Approvals

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RECOMMENDATION

THAT FIN 24-2019 2020 Pre-Budget Approvals report be received.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget Item #1,
Exterior Overhead Doors at the MOC.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #2, *Wash Bay Wall Cladding.*

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #3,
Interlocking Brick Replacement.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #4,
Ceramic Tile Replacement - Lind Sportsplex.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #5,
Church Street Stair Repairs.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #6,
Balcony and Retaining wall Reparging - Lind Sportsplex.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #7, *Lind Park Retaining Wall Pointing.*

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #8, *Foam Pump.*

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #9, *J40-Sweeper.*

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #10, *IT Security Audit*.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #11, *Egan Avenue Reconstruction*.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #12, *Church Street South Railing*.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #13, *Church Street Bridge*.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #14, *Dam Repairs*.

RECOMMENDATION

THAT Council give pre-budget approval to Capital Budget item #15, *Sanitary Inflow and Infiltration Program*.

5.2 CAO 61-2019 Strategic Plan Annual Report and 2020 Council Priorities Review

24

RECOMMENDATION

THAT CAO 61-2019 Strategic Plan Annual Report and 2020 Council Priorities Review be received for information and discussion.

6. UPCOMING BUDGET MEETINGS

December 3, 2019 - 9:00 am, Council Chambers

January 7, 2020 - 9:00 am, Council Chambers

January 21, 2020 - 9:00 am, Council Chambers

February 4, 2020 - 9:00 am, Council Chambers

February 18, 2020 - 9:00 am, Council Chambers

7. BY-LAWS

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RECOMMENDATION

THAT By-law 100-2019, being a by-law to confirm the proceedings of the November 19, 2019 special Council meeting be read a first, second and third time; and be finally passed by Council, and signed and sealed by the Acting Mayor and Clerk.

8. ADJOURNMENT

RECOMMENDATION

THAT this special meeting of Council adjourn at _____pm.

FORMAL REPORT

To: Acting Mayor Luna and Members of Council

Prepared by: André Morin, Director of Finance / Treasurer

Date of Meeting: 19 November 2019

Subject: **FIN 24-2019 2020 Pre-Budget Approvals**

PURPOSE

For Council to consider providing pre-budget approval for certain 2020 capital projects

RECOMMENDATION

THAT FIN 24-2019 2020 Pre-Budget Approvals report be received; and

THAT Council approve the following 2020 Capital projects:

Project	Department	Budget	Revenue Source								
			Reserve - Gen Capital	Reserve - Roads	Reserve - Water	Reserve - Wastewater	Reserve - Storm	Reserve - Fire	Development Charges	Other - Developer	Grant - OCIF
Exterior Overhead Doors - MOC	Facilities	\$50,000	\$50,000								
Wash Bay Wall Cladding - MOC	Facilities	\$5,000	\$5,000								
Interlocking Brick Replacement	Facilities	\$10,000	\$10,000								
Ceramic Tile Replacement - Lind Sportsplex	Facilities	\$8,000	\$8,000								
Church Street Stair Repairs	Facilities	\$12,000	\$12,000								
Balcony & Retaining Wall Reparging - Lind Sportsplex	Facilities	\$7,000	\$7,000								
Lind Park Retaining Wall Pointing	Facilities	\$20,000	\$20,000								
Foam Pump	Fire	\$15,000						\$15,000			
J40 - Sweeper	Fleet	\$310,000		\$310,000							
IT Security Audit	IT	\$15,000	\$15,000								
Egan Ave Reconstruction	Roads	\$1,487,000		\$451,000	\$19,000				\$315,000	\$702,000	
Church Street South Railing	Roads	\$25,000		\$25,000							
Church Street Bridge	Roads	\$327,000		\$327,000							
Dam Repairs	PW	\$233,000						\$50,000			\$183,000
Sanitary Inflow & Infiltration Program	Wastewater	\$100,000				\$66,000			\$34,000		
TOTAL		\$2,624,000	\$127,000	\$1,113,000	\$19,000	\$66,000	\$50,000		\$349,000	\$702,000	\$183,000

BACKGROUND

The 2020 budget process is well underway. Formal Council deliberations will begin on December 3, 2019, with the final 2020 budget expected to be passed in March 2020. Over the last few years, the total capital budget has been between \$4,000,000 and \$6,800,000. Staff cannot begin capital projects until the final budget is passed, unless Council has provided pre-budget approval for those projects.

REPORT

Due to the final budget being passed in March, providing specific projects with pre-budget approval is advantageous in several ways:

- Allows for staff to begin preparing the specifications, engineering, reports, and tenders/request for proposals (RFP)
- Allows for tenders/RFP to advertised in the market at a beneficial time (fall/winter) which leads to more competitive bids

- Allows for capital items with long lead times (specialty vehicles) to be procured and ordered early in time to receive when required
- Allows management and staff to better spread out the work throughout the year and create staff usage efficiencies

For 2020, senior management have reviewed the proposed 2020 capital projects and are recommending the following projects be approved for pre-budget approval based on the advantages discussed above:

2020 Pre-Budget Capital Requests

Project	Department	Budget
Exterior Overhead Doors - MOC	Facilities	\$50,000
Wash Bay Wall Cladding - MOC	Facilities	\$5,000
Interlocking Brick Replacement	Facilities	\$10,000
Ceramic Tile Replacement - Lind Sportsplex	Facilities	\$8,000
Church Street Stair Repairs	Facilities	\$12,000
Balcony & Retaining Wall Reparging - Lind Sportsplex	Facilities	\$7,000
Lind Park Retaining Wall Pointing	Facilities	\$20,000
Foam Pump	Fire	\$15,000
J40 - Sweeper	Fleet	\$310,000
IT Security Audit	IT	\$15,000
Egan Ave Reconstruction	Roads	\$1,487,000
Church Street South Railing	Roads	\$25,000
Church Street Bridge	Roads	\$327,000
Dam Repairs	PW	\$233,000
Sanitary Inflow & Infiltration Program	Wastewater	\$100,000
TOTAL		\$2,624,000

The Chart below provides the same list, but includes the revenue sources as well:

Project		Revenue Source						
		Reserve - Gen Capital	Reserve - Roads	Reserve - Specific Utility	Reserve - Fire	Development Charges	Other - Developer	Grant - OCIF
Exterior Overhead Doors - MOC	\$50,000	\$50,000						
Wash Bay Wall Cladding - MOC	\$5,000	\$5,000						
Interlocking Brick Replacement	\$10,000	\$10,000						
Ceramic Tile Replacement - Lind Sportsplex	\$8,000	\$8,000						
Church Street Stair Repairs	\$12,000	\$12,000						
Balcony & Retaining Wall Reparging - Lind Sportsplex	\$7,000	\$7,000						
Lind Park Retaining Wall Pointing	\$20,000	\$20,000						
Foam Pump	\$15,000				\$15,000			
J40 - Sweeper	\$310,000		\$310,000					
IT Security Audit	\$15,000	\$15,000						
Egan Ave Reconstruction	\$1,487,000		\$451,000	\$19,000		\$315,000	\$702,000	
Church Street South Railing	\$25,000		\$25,000					
Church Street Bridge	\$327,000		\$327,000					
Dam Repairs	\$233,000			\$50,000				\$183,000
Sanitary Inflow & Infiltration Program	\$100,000			\$66,000		\$34,000		
TOTAL	\$2,624,000	\$127,000	\$1,113,000	\$135,000	\$15,000	\$349,000	\$702,000	\$183,000

The details of each project and rationale for the pre-budget approval is attached in the 2020 capital budget sheets.

FINANCIAL IMPLICATIONS

The total cost of the recommended capital projects for pre-budget approval totals \$2,624,000. The Town of St. Marys funds its portion of the capital program from reserves – the two main capital reserves are the General Capital Reserve and the Roads Reserve. Each year, the Town contributes approximately \$2,000,000 to these two capital reserves. At the end of 2019, the reserve balances are expected to be approximately:

Reserve – General Capital \$1,355,000

Reserve – Roads \$2,114,000

Pre-budget approval for these projects would not provide any risks associated with the Town's ability to balance the 2020 budget at current service levels.

SUMMARY

Staff is recommending a number of capital projects to be considered for pre-budget approval in order to begin planning and procuring these projects. This will allow for better alignment of work and favourable contract pricing.

STRATEGIC PLAN

- ☐ Not applicable to this report.
- ☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.
 - Pillar #1 Infrastructure
 - Outcome: Ensure efficiency and effectiveness of annual capital program

- Tactic(s): Planning, design, and procurement proceed in a time horizon to received best results; efficiently plan use of staff time

OTHERS CONSULTED

Senior Management Team

ATTACHMENTS

Pre-Budget Capital Budget Sheets

REVIEWED BY

Recommended by the Department



André Morin
Director of Finance/Treasurer

Recommended by the CAO



Brent Kittmer
CAO / Clerk

TOWN OF ST. MARYS

2020 Capital Project

PROJECT # ____ - Exterior Overhead Doors

DEPARTMENT: Facilities **LOCATION:** MOC

PROJECT DETAILS

SCOPE OF THE WORK

Removal of existing and installation of new exterior over head doors wash bay doors and the refurbishing of existing over head doors throughout the MOC Shop.

JUSTIFICATION

There are fourteen (14) insulated steel sectional overhead doors with inset viewing panes at the MOC Shop. Constant maintenance is needed to allow for proper functioning. The purchasing of 2 new Polycarbonate wash bay doors and the purchase of 2 Richards Wilcox Thermatite insulated steel doors and necessary hardware.

PRE- BUDGET APPROVAL Yes

ASSEST MANAGEMENT

Investment Type	Replacement
Estimated Useful Life	15 years
Lifecycle Costs	\$2500/year
Impact to Operating Budget	None Required
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

BUDGET

COSTS	
Construction	\$50,000
TOTAL	\$50,000
FUNDING	
Reserve - General Capital	\$50,000
TOTAL	\$50,000



COMMENTS

The existing doors in the shop show wear and tear but are in relatively good shape. Purchasing two new doors and using the panels to replace only damaged panels and hardware will extend the life of the existing doors by 10 years. Replace the Wash bay doors with Polycarbonate doors and powder coated hardware as the washbay doors are at end of life. Pre-budget approval will allow work to be completed before Fire Trucks are moved to MOC.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - Wash Bay Wall Cladding

DEPARTMENT: Facilities

LOCATION:

MOC

PROJECT DETAILS

SCOPE OF THE WORK

Covering of the MOC wash bay concrete block wall with a water resistant material.

JUSTIFICATION

Due to the high frequency of cleaning equipment in the washbay the block walls are significantly stained from spray and run-off. Considerations for a non-stick polyurethane membrane, or covering over the block walls is recommended that is easy to clean and non-staining specific for in the washbay.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type Replacement

Estimated Useful Life 10 years

Lifecycle Costs N/A

Impact to Operating Budget None Required

Impact to Level of Service Maintain

STRATEGIC ALIGNMENT

Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

BUDGET

COSTS

Construction	\$5,000
TOTAL	\$5,000

FUNDING

Reserve - General Capital	\$5,000
TOTAL	\$5,000



COMMENTS

Pre-budget approval will allow work to be completed before Fire Trucks are moved to the MOC.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - Interlocking Brick Replacement

DEPARTMENT: Facilities

LOCATION:

Via Station

PROJECT DETAILS

SCOPE OF THE WORK

The removal of the interlocking brick entrance and replacement with concrete

JUSTIFICATION

The removal of the interlocking brick between the parking lot and the Via Station. Over the past couple of years bricks have crumpled and disintegrated around the walkway in front of the Station. Repairs have occurred the last 2 years. Staff believe the interlocking brick are at the end of their life and need replacement. Concrete will create a safe level surface for patrons to traverse.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type	Replacement
Estimated Useful Life	40 years
Lifecycle Costs	\$4000 over 40 years
Impact to Operating Budget	None Required
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT

Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

BUDGET

COSTS

Construction	\$10,000
TOTAL	\$10,000

FUNDING

Reserve - General Capital	\$10,000
TOTAL	\$10,000



COMMENTS

Pre-budget approval will ensure work is completed before the flowers are planted the week of June 1.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - Ceramic Tile Replacement in Foyer
DEPARTMENT: Facilities **LOCATION:** Lind Sportsplex

PROJECT DETAILS

SCOPE OF THE WORK

Replacement of the Ceramic tile in the foyer of the Lind Sportsplex.

JUSTIFICATION

The flooring finish within the foyer and on the treads of the staircase is ceramic tile. Mortar deterioration and individual tile cracking has occurred. The flooring is in poor condition. The 2019 facility condition assessment rated this as a high priority for the facility.

PRE- BUDGET APPROVAL Yes

ASSEST MANAGEMENT

Investment Type	Replacement
Estimated Useful Life	30 years
Lifecycle Costs	N/A
Impact to Operating Budget	\$2000 every 15 years for grouting & tile repair
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

BUDGET

COSTS	
Construction	\$8,000
TOTAL	\$8,000
FUNDING	
Reserve - General Capital	\$8,000
TOTAL	\$8,000



COMMENTS

Pre budget approval will allow the work to be completed before Quarry opens for the season.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - Church Street Stair Repairs

DEPARTMENT: Facilities

LOCATION:

Town Hall

PROJECT DETAILS

SCOPE OF THE WORK

Repairing of the stone work and pointing of the Church Street Stairs at Town Hall.

JUSTIFICATION

The Stair case has taken on significant damage from water and the freezing and thawing of the past winter. Some stones have cracked and the pointing mortar has been deteriorating. If the deterioration continues the stairs will become a safety hazard.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type	Repair
Estimated Useful Life	20 years
Lifecycle Costs	N/A
Impact to Operating Budget	No
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT

Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

BUDGET

COSTS	
Construction	\$12,000
TOTAL	\$12,000
FUNDING	
Reserve - General Capital	\$12,000
TOTAL	\$12,000



COMMENTS

Pre-budget approval will allow quick repair in 2020 to help reduce damage and cost increase.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - Balcony & Retaining Wall Reparing
DEPARTMENT: Dept. Code **LOCATION:** Lind Sportsplex

PROJECT DETAILS

SCOPE OF THE WORK

Reparing of the concrete balcony area of the Lind Sportsplex and the repairs to the concrete retaining wall by stairs that lead to the cliff jump.

JUSTIFICATION

The reparing of the concrete will reduce/eliminate the degradation of the concrete. This is a maintenance related lifecycle event required for the balcony to reach its estimated useful life. The repairs to the concrete retaining wall will stop the degradation of the concrete that holds the protective railing.

PRE- BUDGET APPROVAL Yes

ASSEST MANAGEMENT

Investment Type	Repair
Estimated Useful Life	5 years
Lifecycle Costs	N/A
Impact to Operating Budget	None required
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT Strategic Priority - Maintenance prioritization; Initiative - Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly

BUDGET

COSTS

Construction	\$7,000
TOTAL	\$7,000

FUNDING

Reserve - General Capital	\$7,000
TOTAL	\$7,000



COMMENTS

Pre-budget approval will allow work to be completed before Quarry opens for the season.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - Lind Park Retaining Wall Pointing
DEPARTMENT: Facilities **LOCATION:** Lind Park

PROJECT DETAILS

SCOPE OF THE WORK

The pointing and repair of the Lind Park Retaining Wall.

JUSTIFICATION

With all limestone structures the mortar becomes loose and dislodges over time due to the limestone absorbing moisture. The Lind Park Retaining Wall has not been pointed in several years and is in need of a lot of work. If this pointing is not performed soon there is a possibility the wall will collapse.

PRE- BUDGET APPROVAL Yes

ASSEST MANAGEMENT

Investment Type	Repair
Estimated Useful Life	10 years
Lifecycle Costs	N/A
Impact to Operating Budget	None Required
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT Strategic Plan - Pillar A focused parks strategy:
Initiative - Continue to seek opportunities to add to its profile.

BUDGET

COSTS

Construction	\$20,000
TOTAL	\$20,000

FUNDING

Reserve - General Capital	\$20,000
TOTAL	\$20,000



COMMENTS

Pre-budget approval will allow quick repair in 2020 to help reduce damage and cost increase.

TOWN OF ST. MARYS
2020 Capital Project

PROJECT # ____ - Foam Pump

DEPARTMENT: Fire

LOCATION:

Fire Hall

PROJECT DETAILS

SCOPE OF THE WORK

Purchase and install a new Foam Pro 2001 foam pump, associated equipment and labour costs.

JUSTIFICATION

The new E-One aerial ladder truck did not come with a foam pump at the time of purchase. However the vehicle had other foam components installed such as: a 20 Litre foam tank, foam lines, 4 light foam level system. It is vital that the aerial ladder truck have an A Class Foam pump and capabilities to fight fires. Class A foams lower the surface tension of the water, which assists in the wetting and saturation of Class A fuels with water. This aids fire suppression and can prevent re-ignition. Favorable experiences led to its acceptance for fighting other types of class A fires, including structure fires.

Foam Pro 2001 System

Foam Pro 2.5" SS Foam manifold - includes check valve, flow meter sensor, drain port, concentrate injection point, equipped with Victaulic Connections on both ends.

2001 System Rating Placard

Foam Pro Bottom/Top Foam Tank switch

Side mount Foam Tank Switch

Shop Supplies, Miscellaneous parts,

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type

New Acquisition

Estimated Useful Life

20 Years

Lifecycle Costs

No life cycle costs associated with this unit. Fire department will conduct after use/monthly inspections. Annual maintenance will be conducted.

Impact to Operating Budget

None

Impact to Level of Service

Maintain

STRATEGIC ALIGNMENT

BUDGET

COSTS

Foam pro 2001 System	\$9,000
Foam pro 2.5" SS Foam Manifold	\$2,200
2001Placard, switches, shop supplies	\$1,500
labour	\$4,000
TOTAL	\$16,700

FUNDING

Reserve - Fire	\$16,700
TOTAL	\$16,700



COMMENTS

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - J40 - Sweeper
DEPARTMENT: Fleet

LOCATION: Municipal Operations Centre

PROJECT DETAILS

SCOPE OF THE WORK

Replacement and disposal of the Town's existing Elgin Pelican Street Sweeper (2000).

JUSTIFICATION

The existing street sweeper has reached the end of its useful life and is incurring higher maintenance costs and experiencing excessive down time required to maintain the machine. The vehicle is required to complete regular roadway maintenance activities (leaf collection, dust/dirt collection). The equipment is used regularly during the spring and fall. The existing service level will be maintained.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type	Replacement
Estimated Useful Life	14
Lifecycle Costs	Regular Brush Replacements: \$23,000 Minor and Major Maintenance: \$58,000
Impact to Operating Budget	Maintain
Impact to Level of Service	Maintain

STRATEGIC ALIGNMENT

n/a

BUDGET

COSTS	
Equipment	\$310,000
TOTAL	\$310,000
FUNDING	
Reserve - Roads	\$310,000
TOTAL	\$310,000



COMMENTS

Staff reviewed various units in 2019 to allow for winter tendering.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - 3rd Party Security Audit

DEPARTMENT: IT

LOCATION:

Municipality

PROJECT DETAILS

SCOPE OF THE WORK

Invite network security professionals to audit current IT systems. Find vulnerabilities, list suggestions for improvement, create roadmap for IT security.

JUSTIFICATION

Ransomware is constantly evolving and crippling municipalities. No security audit has been performed in the past 10+ years.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type

New Acquisition

Estimated Useful Life

5 Years

Lifecycle Costs

Recommended investment from audit: \$0-\$50k

Impact to Operating Budget

Recommendations from study could create an additional

Impact to Level of Service

Maintain

STRATEGIC ALIGNMENT

BUDGET

COSTS

3rd party Security Audit	\$15,000
TOTAL	\$15,000

FUNDING

Reserve - General Capital	\$15,000
TOTAL	\$15,000



COMMENTS

Cost is for professionals to find security issues and suggest remediation.

Remediation cost is not included and will vary depending on findings/suggestions.

TOWN OF ST. MARYS

2020 Capital Project

PROJECT # ____ - Egan Ave Reconstruction

DEPARTMENT: Roads **LOCATION:** Egan Ave from Wellington St. to James St.

PROJECT DETAILS

SCOPE OF THE WORK

Work includes reconstruction of Egan Ave from Wellington Street N to James Street N. and Wellington Street N. from Egan Ave to the Grand Trunk Trail. Project includes new storm sewer system, road base, asphalt, concrete curb and gutter, as well as water and sanitary services for proposed development.

JUSTIFICATION

Egan Ave was identified in the 2014 Roads Assessment as in need of reconstruction. It will be subject to increased vehicle and pedestrian traffic in the future as the surrounding neighbourhood develops with proposed residential developments. Timing the Town's investment with a developers servicing works will result in construction cost efficiencies and reduced impact to surrounding residents.

PRE- BUDGET APPROVAL Yes

ASSEST MANAGEMENT

Investment Type	Disposal/Replacement/New Acquisition
Estimated Useful Life	Road Base: 100 yrs, asphalt: 50 yrs, curb & sidewalk: 50 yrs, storm sewer: 100 yrs, water services: 50 yrs.
Lifecycle Costs	Road Base: \$284,000, asphalt: \$376,000, curb & gutter: \$60,000, sidewalk: \$25,000, storm sewer: \$276,000, water services: \$18,000, watermain: \$71,000
Impact to Operating Budget	2020: None, 2021: \$580/yr
Impact to Level of Service	Improve LOS for road and sidewalk networks

STRATEGIC ALIGNMENT Strategic Plan

BUDGET

COSTS	
Engineering	\$89,000
Construction	\$1,398,000
TOTAL	\$1,487,000
FUNDING	
Reserve - Water	\$19,000
Reserve - Roads	\$451,000
Reserve Fd. - Dev Charges	\$315,000
Developer	\$702,000
TOTAL	\$1,487,000



COMMENTS

Project is partially funded by developer, development charges and Town reserves based on applicable split of lot frontage. Work adjacent to school would occur during summer months. Work would not proceed to tender without the development application progressing and securities in place for developers share of work.

TOWN OF ST. MARYS

2020 Capital Project

PROJECT # ____ - Church Street South Railing

DEPARTMENT: Roads

LOCATION:

Church Street South

PROJECT DETAILS

SCOPE OF THE WORK

Refurbishment of railings (paint) and posts (new) along the Church Street South sidewalk.

JUSTIFICATION

Maintenance of an existing asset. The bottoms of the posts have deteriorated (rusty and split) causing considerable safety concerns. Complete replacement of the posts.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type

Repair

Estimated Useful Life

10

Lifecycle Costs

This is a maintenance activity to an existing asset. There are no

Impact to Operating Budget

No impact.

Impact to Level of Service

Maintain

STRATEGIC ALIGNMENT

Strategic Plan (Infrastructure Pillar)

BUDGET

COSTS

Materials & Supplies (Paint & Posts)	\$25,000
TOTAL	\$25,000

FUNDING

Reserve - Roads	\$25,000
TOTAL	\$25,000



COMMENTS

The refurbishment of the railings (painting) can be completed by the Public Works Operators during the winter when outdoor maintenance is not needed. Will remove 5 or so sections at a time to complete the maintenance.

TOWN OF ST. MARYS 2020 Capital Project

PROJECT # ____ - Church Street Bridge

DEPARTMENT: Roads

LOCATION:

Church Street South at Trout Creek

PROJECT DETAILS

SCOPE OF THE WORK

Work includes patching concrete deck and reconstructing masonry parapet walls. Bridge would be closed during construction. Traffic detoured to Wellington Street Bridge.

JUSTIFICATION

OSIM bridge inspections since 2011 have identified concrete spalls in the bridge deck as in need of repair. Since the Wellington St. Bridge was replaced in 2017, there is now a viable detour route to allow the Church St. Bridge to be closed for repairs. The parapet walls have rapidly been deteriorating and require restoration. Bridge carries the majority of north-south traffic.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type

Repair/Rehabilitation

Estimated Useful Life

This is a heritage asset so theoretically will be perpetually maintained. AMP has 58 Years remaining on a 100 year life since major 1978 rehabilitation.

Lifecycle Costs

\$960,000 to replace deck and railings and complete abutment and parapet wall repairs in 30 years. Major rehabilitation is likely required at the end of the 100 EUL.

Impact to Operating Budget

No adjustment to annual operating costs.

Impact to Level of Service

Maintain LOS

STRATEGIC ALIGNMENT

Strategic Plan

BUDGET

COSTS

Construction	\$288,000
Engineering	\$39,000
TOTAL	\$327,000

FUNDING

Reserve - Roads	\$327,000
TOTAL	\$327,000



COMMENTS

Parapet walls had guide rail attached during Wellington Bridge construction due to concern over condition of parapet wall and higher risk of vehicle collision from increased traffic volume. Guide rail would be removed after this project to restore heritage aesthetics.

TOWN OF ST. MARYS

2020 Capital Project

PROJECT # ____ - Dam Repairs

DEPARTMENT: Public Works

LOCATION:

Physical location of work/service

PROJECT DETAILS

SCOPE OF THE WORK

Carry over project from 2019. Work includes restoring mortar joints and concrete in the exposed face and crest of the dam.

JUSTIFICATION

The dam structure was built in 1908 and requires restoration work to ensure safe continued operation. Voids in the dam weaken the structural integrity and need to be filled. Eroded sections of the crest of the dam concentrate the flow to isolated sections of concrete and mortar which increases rate of erosion as well as the likelihood of catastrophic failure.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type

Repair/Rehabilitation

Estimated Useful Life

30 years

Lifecycle Costs

There are no anticipated lifecycle costs with this work. The dam

Impact to Operating Budget

There is no impact to the operating budget associated with this

Impact to Level of Service

Maintain LOS

STRATEGIC ALIGNMENT

Strategic Plan

BUDGET

COSTS

Construction	\$200,000
Engineering	\$33,000
TOTAL	\$233,000

FUNDING

Reserve - Storm	\$50,000
OCIF	\$183,000
TOTAL	\$233,000

COMMENTS

Asset has reached the end of its useful life. Proposed work would extend the useful life of the asset.

A small test area was repaired in 2019 to ensure that the project could be completed by sandbagging

the back of the dam, avoiding the need to lower the mill pond. A tender for the work was then prepared

and released in 2019 for 2020 construction. Further Repairs are planned for the Mill Race Island in 2023.



TOWN OF ST. MARYS

2020 Capital Project

PROJECT # ____ - Sanitary Inflow & Infiltration Program

DEPARTMENT: Wastewater

LOCATION:

Various - Wastewater System

PROJECT DETAILS

SCOPE OF THE WORK

This project is to consist of a variety of activities aimed at identifying and reducing Inflow and Infiltration into the sanitary collection system. Investigative works such as flow monitoring, structure inspections, dye testing, etc. are to be considered and deployed along with restoration efforts, as may be required.

JUSTIFICATION

The Water Pollution Control Plant (WPCP) has been operating at or near 80% of approved capacity for the prior 3-years. As the Town continues to develop and grow, capacity constraints will be encountered. An Inflow and Infiltration program works to remove grey water (i.e. storm water) from the sanitary sewer system to potentially delay any future expansion of the WPCP. Currently, the WPCP treats up to 20% more water than the town processes through the municipal drinking water system indicating I&I contributions.

PRE- BUDGET APPROVAL

Yes

ASSEST MANAGEMENT

Investment Type

Repair / Rehabilitations

Estimated Useful Life

5 Years (Studies), 10-20 years on repairs or rehabilitations

Lifecycle Costs

Not applicable. This project is a lifecycle cost of the sanitary collection system

Impact to Operating Budget

Not Applicable

Impact to Level of Service

Improve / Maintain

STRATEGIC ALIGNMENT

Strategic Plan - Pillar No. 1 - Infrastructure

Developing a comprehensive and progressive infrastructure plan.

BUDGET

COSTS

Engineering	\$40,000
Construction	\$40,000
Materials and Supplies	\$20,000
TOTAL	\$100,000

FUNDING

Reserve - Wastewater	\$66,000
Reserve Fd. - Dev. Charges	\$34,000
TOTAL	\$100,000



COMMENTS

This project is to build off a strong Inflow and Infiltration program developed and implemented by the town through 2013 - 2015 where numerous investigative works and rehabilitations were undertaken. Pre-Budget approval is sought for this project to ensure investigative works can be coordinated and scheduled to capture the spring melt period where I&I contributors can be more readily identified.

FORMAL REPORT

To:	Acting Mayor Luna and Members of Council
Prepared by:	Brent Kittmer, CAO/Clerk
Date of Meeting:	19 November 2019
Subject:	CAO 61-2019 Strategic Plan Annual Report and 2020 Council Priorities Review

PURPOSE

The purpose of this report is to resume the discussion from the Strategic Priorities Committee meeting of October 15 regarding Council's priorities for 2020, and the remainder of the term. Through this report staff is seeking confirmation from Council regarding their priorities for the coming year, and re-confirmation of the priorities for the 2018-2022 term. This review will ensure that staff's works plans match Council's priorities

RECOMMENDATION

THAT CAO 61-2019 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.

That discussion began on October 15 with the CAO providing the Strategic Priorities Committee with an overview of key organizational successes that were realized in 2019 as they relate to advancing the strategic plan.

The intent of today's discussion is focused on the remaining two outcomes staff were seeking from the October 15th discussion. These include:

1. 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?
2. Determining if Council has any new priorities for the remainder of the term?

REPORT

For today's discussion, Council will want to carefully think about "What's Coming Next in 2020?". To help Council get a sense of the 2020 work plan, and the general work load of the corporation, attached to this report are the following documents:

1. Strategic Plan Annual Report

This document was reviewed at the October 15 meeting with a focus on the accomplishments in 2019. 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.

2. Summary of Key Directives Resulting from the 2019 Service Delivery Review

One of the major accomplishments of 2019 was that 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. Through the service review, staff were able to identify 300 recommendations that would result in cost reductions through efficiencies in operations, minor service reductions, and new revenues through fee increases while still closely maintaining historic levels of service across the corporation.

For 2020, one of the key focuses of staff will be implementing the key directives of Council resulting from the Service Delivery Review. So Council is aware of this workload, the CAO has summarized the key directives in a chart attached to this report.

3. Senior Management Team's 2020 Strategic Priorities for their Departments

Since the October 15th meeting the CAO has had the opportunity to meet with each senior manager and discuss their priorities for 2020. A summary of these priorities is attached to the report.

4. Summary of the Status of Council's Identified Priorities from April 2019

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 attached to this report provides a brief update on the status of each identified priority.

5. 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.

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. Much like the priorities discussion 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?).

FINANCIAL IMPLICATIONS

None at this time.

SUMMARY

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.

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.

STRATEGIC PLAN

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

OTHERS CONSULTED

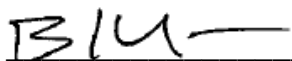
Senior Management Team

ATTACHMENTS

1. Strategic Plan Annual Report
2. Summary of Key Directives Resulting from the 2019 Service Delivery Review
3. Summary of the Senior Management Team’s 2020 Strategic Priorities for their Departments
4. Summary of the Status of Council’s Identified Priorities from April 2019
5. Resolution Tracker

REVIEWED BY

Recommended by the CAO



Brent Kittmer
CAO / Clerk

2019-10-09 MASTER
Strategic Plan Annual
Report.docx

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>
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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 Crest II)

ATTACHMENT 2: Summary of Key Directives Resulting from the 2019 Service Delivery Review

Fee increases for:

- Swimming lessons
- Trial paid Tiny Tots/skating lessons
- Friendship Centre memberships/trips
- Pool admissions and Middlesex swim team
- PRC rate increases to correlate to cost to deliver service and not the fees of other municipalities
- All ice rates, and specifically ticket ice
- Tournaments at the PRC
- Reduced fees for non-prime rentals as a tactic to fill the building
- Minor and adult soccer
- Community Players
- Tournaments at the tennis courts
- PRC Party Packages
- All PRC room rentals
- Planning and Building applications/permits
- Child care centre programs
- Museum fees
- Finance fees for tax certificates, NSF cheques
- Cemetery rates
- Wheelie bins for waste and recycling

One-Time Investments for Efficiencies:

- Chlorine/UV disinfection system for the PRC pool
- Energy efficiencies at the PRC (lighting, HVAC, motion detectors, etc.)
- Purchased finishing mower to internalize certain parts of the turf maintenance program
- Purchase grader attachment and internalize
- Apply recycled asphalt to gravel surfaces to eliminate need for dust control program

Service Level Adjustments:

- PRC closed on weekends in the summer
- PRC closed on stat holidays
- Reduced offerings for morning lane swims
- PRC splash pad hours to match school hours
- Reduced hours for PRC canteen, augment with vending machine
- Reduced hours for ticket ice (7:00 am – 4:00 pm)
- All new rec/leisure programs to be break even, with popular programs offered more often
- Cancel PRC PA Day program
- Rebrand and/or cancel Splash Fun Fridays
- No longer staff Community Players shows
- Modify Blanshard Nursery Hours in an effort to direct all part time care needs to that program
- Provide a digital version of the Recreation and Leisure Guide, with print copies at key facilities
- Transition to emailed tax bills
- Discontinue the community garden program
- Discontinue Town delivery of rented picnic tables
- Determine if redundant sidewalks throughout town can be removed
- No winter maintenance on increased number of sidewalk sections
- Reduce the total number of yard waste pick-ups in the non-prime summer months
- Reduce the number of portable toilets deployed to parks and trails

ATTACHMENT 2: Summary of Key Directives Resulting from the 2019 Service Delivery Review

<u>Internal Efficiencies:</u> <ul style="list-style-type: none">• Evaluate partnership with YMCA• Contract a company to sell arena boards and other advertising space at the PRC• Partnerships with third-party groups for programs at the Quarry• Pursue online registration for all programs• Modify annual flower bed program to reduce costs• Conversion of DCVI crossing to a lighted crosswalk• Switched cell phone providers from Quadro to Bell• Internalize support of Library public access computers• Eliminate non-critical software licenses• Targeted program for dog tag sales• Increase insurance deductible	<u>Policy Changes:</u> <ul style="list-style-type: none">• Vendor application forms for outside sales at PRC• Unilateral rights for the Town during ice allocation• New policy for ice in/ice out on shoulder season• Bar profit sharing model to shift more revenue to the Town• Staff cell phone allocations• Eliminate the practice of allowing desk top printers for staff. Shift to common printers for all• Eliminate practice of desk top computer + laptop printers for some staff• Investment approaches to potentially increase risk tolerance• Cash management and payment of large invoices• Forgive loan from tax stabilization fund for policing start-up costs.• New procedures to proactive verify MPAC assessments and building permit information
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ATTACHMENT 3: Summary of the Senior Management Team's 2020 Strategic Priorities for their Departments

<p><u>CAO:</u></p> <ul style="list-style-type: none"> • Oversight of service delivery review key operational directive implementation • Review how the Town delivers services. • Service industrial land strategy • Community Transportation project implementation <p><u>Finance Department:</u></p> <ul style="list-style-type: none"> • Implement the approved recommendations of the 2019 Fiscal Health Report • Increased approaches to benchmarking and data analysis to inform Council decisions • Research and develop policies for Council to consider regarding investment strategies and risk • Increased involvement in Town asset management program, including data development. <p><u>Human Resources:</u></p> <ul style="list-style-type: none"> • Complete a peer review of the Town's Job Evaluation system • Focus on developing more strategic HR systems, starting with data collection and analysis. • Develop a 5-year action plan for the HR Department and HR Systems for the corporation <p><u>Community Services:</u></p> <ul style="list-style-type: none"> • Implementing service delivery review key operational directives (pool program, quarry re-vision, sale of space, etc.) • New projects for RLAC (coordination of providers, youth friendly partnership). • Implementing Early ON 	<p><u>Building and Development:</u></p> <ul style="list-style-type: none"> • Finalize Official Plan process, ensuring consistency with new PPS • Finalize the Building By-Law • Review of outdoor/parks operations for efficiencies • Implementation of Housing Incentives policy • Research by-laws for proactive management of vacant storefronts in the downtown core. • Review by-law enforcement options for unlicensed home based businesses <p><u>Public Works:</u></p> <ul style="list-style-type: none"> • Research and report on Vision Zero traffic initiative for CPAC and Council • Develop strategies and find ways to make daily work more efficient for the operators so the Town can absorb growth with reduced financial impacts. • Develop an Active Trail/Transportation Master Plan. • Finalize review of Pedestrian Facility deployment and sidewalk redundancies <p><u>Fire Department:</u></p> <ul style="list-style-type: none"> • Continued implementation of Fire Master Plan, focusing on mid-range goals • Develop a training officer position. • Business continuity planning for records management and FirePro • Develop pre-Fire plans for key locations. <p><u>Corporate Services:</u></p> <ul style="list-style-type: none"> • Review and update of Museum Strategic Plan • Relationship building with Stratford • Implement Culture/Tourism Strategy • Implement short-term initiatives of service delivery review • Contingency planning for essential services
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ATTACHEMNT4: Strategic Priorities Identified by Council for the 2018-2022 Term

Pillar	Strategic Priority Statement	Champion	Timeline	Comments
Infrastructure	Conduct a session to review and prioritize assets so that limited capital and maintenance funds can be directed appropriately.			
	Serviced Industrial Land – Complete the process of investigating land options, and develop a conceptual design for the preferred option	Brent		
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. 	Trisha	June 25, 2019	<ul style="list-style-type: none"> Public Art Committee formed and regular meetings held Key Concepts presented to Council at June, 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 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.	Trisha	March 1, 2020	<ul style="list-style-type: none"> In July, 2019 a downtown experience photoshoot was completed. Highlighted dinning and shopping. Photos to be used in downtown marketing. 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 STA 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.	Trisha	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

				<p>new content on “Recreation and Culture” and “Discover our Town” pages of the website. Splash page to be launched in October.</p> <ul style="list-style-type: none"> • 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.
	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.	Trisha	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

				<p>coordinate our efforts to best maximize our advertising spend with the Festival.</p> <ul style="list-style-type: none"> • 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.			
	Review areas and properties where tiny home and/or modular home developments would be appropriate; embrace and actively promote the ability to develop secondary dwelling units and research new or innovative ways to allow property owners to create secondary units on their property.			
	Through the Official Plan review, review and identify properties that would be appropriate for the creation property specific policies regarding intensification, higher density, and price point for dwelling sales.			
	Create an Official Plan that is clean and practical, that supports the creation of attainable housing, and removes the potential for unrealistic barriers to development of attainable housing.			

Other Corporate Priorities Identified for 2019:

Corporate Priority Statement	Champion	Timeline	
Complete a Service Delivery Review as a proactive step to develop strategies to manage the impact of expected funding cuts from the province.	Brent	October 4, 2019	

Report back on the pedestrian lights in the downtown core, including public concerns, actions taken to date, and possible solutions.	Jed	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.	Jed	Complete	
As a part of the ongoing park naturalization research, consider creating an area for residents to transplant tree seedlings from their property.	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.	Brent + All		

Outstanding Council Directions – As at October 22, 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 October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
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 October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
	<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 October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
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 October 22, 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 October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
	<p>North be received; and</p> <p>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</p> <p>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</p> <p>THAT the correspondence from St. Marys Friends of the Library regarding the temporary sign by-law permit be received; and</p> <p>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</p> <p>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</p> <p>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</p> <p>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 October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
	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 October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
Public Works	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: <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 THAT the report be shared with Community Policing Advisory Committee for a recommendation back to Council.	Pending. First 2 of 3 reports to be presented to CPAC on October 15, 2019.
Clerks	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	Flag to be hung
Clerks / Corp Services	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.	Correspondence sent to BIA Board regarding interim appointment of Mayor Strathdee
Public Works	Resolution 2019-09-17-04 THAT Report PW 56-2019, Water and Sewer Policies be received for discussion; and THAT the Strategic Priorities Committee recommends to Council: THAT Council adopt the amended Water and Sewer policies regarding “Frozen Water Service”, “Sewer Blockage” and “Water Repair and Restoration”.	Minutes need to be raised for approval at time policies come forward to Council
CAO	Resolution 2019-09-24-02 THAT Council request a delegation from the Town of St. Marys to meet with the Ministry of the Environment to present concerns regarding the UTRCA practices as per the <i>Conservation Authorities Act</i> , and to ask the Minister to impose an operating strategy for Wildwood Dam on UTRCA that will minimize flooding in St. Marys.	
Library CEO	Resolution 2019-09-24-05 THAT the correspondence from the St. Marys Public Library regarding the Library Board recommendation to strike a Joint Space and Needs Committee be received; THAT Council supports the creation of an ADHOC Library Space and Needs Committee including Council and Library Board members; and THAT Councillors Luna and Edney be appointed to the Committee.	
Community Services	Resolution 2019-09-24-07 THAT DCS 25–2019 Ontario Health Team Application report be received; THAT Council authorize Mayor Strathdee to sign the Huron Perth Ontario Health Team Application on behalf of the Town; and THAT Council authorize staff to continue working with the respective partnership agencies to develop the Huron Perth Ontario Health Team.	

Outstanding Council Directions – As at October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
Public Works	Resolution 2019-09-24-19 THAT PW 34-2019 Service Club Signs – Review of Options to Address Surplus of Applications Received report be received; and THAT the Staff are directed to implement Option 1, to review current applications and approve only compliant applications for the remaining three spaces.	
Building/Development	Resolution 2019-10-08-03 THAT Council directs Design Team 2 to complete a final line by line review of the design details and furnishings and equipment budget to determine what items are a critical need today, and what items could be eliminated or delayed; and THAT Council directs the design be modified to demolish the existing hose drying tower and mezzanine area to create an entirely “build new” administrative area; and THAT once the design modifications are made by Design Team 2, staff are authorized to release the fire hall upgrade tender, and authorized to include provisions to allow a flexible completion date of within 24 months of the awarding of the project (i.e. construction within either the 2020 or 2021 construction season), with a requirement for completion of within 8 months of breaking ground.	
Public Works / Finance	Resolution 2019-10-08-04 THAT water rates be increased by 2.0% for 2020 in accordance with the Town’s current Water System Financial Plan; THAT wastewater rates be increased by 2.4% for 2020 in accordance with the Town’s current Wastewater System Financial Plan; and THAT Council direct staff to prepare the necessary amendments to the fees by-law related to water and wastewater rates and bring it forward at a future Council meeting.	
Public Works	Resolution 2019-10-08-05 THAT a Mattress and Box Spring program be incorporated into the waste management by-law update with the program to be self-funded through per unit charges; and, THAT At Home Diversion Initiatives be supported by Council with inclusion of an annual budget allotment of \$5,000.00 to be sold to residents at cost; and, THAT Waste dumping restrictions at the Site within 30-minutes of site closure and on Saturdays be incorporated into the proposed waste management by-law; and, THAT Waste Diversion Initiatives such as Recycling, Leaf and Yard Waste be incorporated into a self-funded Waste Management System to be funded through Wheelie Bin fees and landfill site operations.	
CAO	Resolution 2019-10-15-05 Moved By: Councillor Hainer Seconded By: Councillor Luna THAT CAO 56-2019 Strategic Plan Annual Report and 2020 Council Priorities Review be received for information and discussion; and THAT CAO 59-2019 be listed on the November 19, 2019 agenda to finalize the 2020 priorities review.	
	Resolution 2019-10-22-02	

Outstanding Council Directions – As at October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
	<p>THAT the delegation from the Chair of the Canadian Baseball Hall of Fame and Museum Board regarding a request to partner in an Investing in Canada Infrastructure Program (ICIP) grant application for a new pavilion be received; and</p> <p>THAT Council support a joint ICIP application between the Canadian Baseball Hall of Fame and Museum and the Corporation of the Town of St. Marys; and</p> <p>THAT Council commit to a 50 / 50 cost share with the Canadian Baseball Hall of Fame and Museum for costs of the project, not to exceed \$85,000, contingent upon ICIP grant funds being received.</p>	
Finance	<p>Resolution 2019-10-22-05</p> <p>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;</p> <p>THAT staff be directed to create a reserve policy to guide reserve and reserve fund objectives and goals;</p> <p>THAT staff be directed to develop an asset management action plan and long term financial strategy to achieve the action plan;</p> <p>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</p> <p>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; and</p> <p>THAT staff be directed to post the Fiscal Health Report on the municipal website.</p>	
Community Services	<p>Resolution 2019-10-22-12</p> <p>THAT DCS 29-2019 Recreation and Leisure Advisory Committee Recommended Changes to the Shoulder Ice Schedule be received; and</p> <p>One ice pad be open for rentals beginning in Mid-August and the second ice pad be open for rentals beginning in Mid-September; and</p> <p>One ice pad be removed on or near March 31st and the second ice pad remain operational until (a) all minor and junior league playoffs have been completed and/or (b) as long as there are 30 hours of ice rented concurrently each week; and</p> <p>THAT this operating change take effect for the 2020-2021 ice season to allow for consultation with affected user groups; and</p> <p>THAT staff be directed to include the revised ice operating procedure as a policy statement in the amended Ice Allocation Policy.</p>	
Finance	<p>Resolution 2019-10-22-16</p> <p>THAT FIN 20-2019 Main St. Fund Grant report be received; and</p> <p>THAT Council give staff direction to utilize the remaining Main St. Funding Grant on the following projects:</p> <ol style="list-style-type: none"> 1. Pedestrian Crossings enhancements 	

Outstanding Council Directions – As at October 22, 2019

DEPARTMENT	RESOLUTION	STATUS
	2. Electronic Vehicle Charging Station at VIA 3. Balance of the grant to the 2019 Facade Improvement Program; and THAT \$22,905 be placed into reserve from the 2019 operating budget to fund future downtown revitalization projects.	

BY-LAW 100-2019

THE CORPORATION OF THE TOWN OF ST. MARYS

Being a By-law to confirm all actions and proceedings of the Council of The Corporation of the Town of St. Marys at its special meeting held on November 19, 2019.

WHEREAS: The *Municipal Act, 2001*, S.O. 2001, c.25, as amended, Section 5(3), provides that the jurisdiction of every council is confined to the municipality that it represents and its powers shall be exercised by by-law;

AND WHEREAS: The Council of the Corporation of the Town of St. Marys deems it expedient to confirm its actions and proceedings;

NOW THEREFORE: The Council of The Corporation of the Town of St. Marys hereby enacts as follows:

- 1.** That all actions and proceedings of the Council of the Corporation of the Town of St. Marys taken at its special meeting held on the 19th day of November, 2019 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
- 2.** This by-law comes into force on the final passing thereof.

Read a first, second and third time and finally passed this 19th day of November, 2019.

Acting Mayor Luna

Brent Kittmer, CAO / Clerk