



AGENDA
Strategic Priorities Committee

April 19, 2022

9:00 am

Video Conference

Click the following link:

<https://www.youtube.com/channel/UCzuUpFqxcEI8OG-dOYKteFQ>

Pages

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

RECOMMENDATION

THAT the April 19, 2022 Strategic Priorities Committee agenda be accepted as presented.

4. **STRATEGIC PRIORITIES REVIEW**

- 4.1. **ADMIN 19-2022 Corporate Priorities Review**

4

RECOMMENDATION

THAT ADMIN 19-2022 Corporate Priorities Review report be received;
and

THAT the Strategic Priorities Committee receives the 2022 Corporate Work Plan for information.

4.2. ADMIN 20-2022 Public Disclosure re 14 Church Street N and Next Steps for the Downtown Service Location Review Project

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RECOMMENDATION

THAT ADMIN 20-2022 Public Disclosure re 14 Church Street N and Next Steps for the Downtown Service Location Review Project be received;
and

THAT the Strategic Priorities Committee recommends to Council:

THAT staff be directed to develop and report back with a draft terms of reference for a public led Steering Committee for the Downtown Service Location Review project; and

THAT the interior demolition and structural works for 14 Church Street North **proceed immediately OR be deferred to the 2023 capital budget.**

4.3. DEV 11-2022 Town Hall First Floor Renovation

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RECOMMENDATION

THAT DEV 11-2022 Town hall First Floor Renovation report be received;
and

THAT the Strategic Priorities Committee recommends to Council:

THAT Council approves Design Concept #2 to proceed to detailed design; and

THAT Council create a Design Committee to oversee the design of Design Concept #2 “Remodel First Floor”; and

THAT Councillors _____ and _____ be appointed to the Design Committee.

5. NEXT MEETING

May 17, 2022, 9:00 am - live streamed to the Town's YouTube channel

Topics to be discussed:

- Reserve Policy
- Review Housing Strategy
- Review Steering Committee Terms of Reference

6. ADJOURNMENT

RECOMMENDATION

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

FORMAL REPORT

To: Chair Stratthdee and Members of Strategic Priorities Committee

Prepared by: Brent Kittmer, Chief Administrative Officer

Date of Meeting: 19 April 2022

Subject: **ADMIN 19-2022 Corporate Priorities Review**

PURPOSE

The purpose of this report is to provide Council with an update on staff's progress on working towards achieving Council's identified priorities. Through this report staff are asking Council to confirm the priorities that they wish to see completed and/or substantially in progress by the end of the 2018-2022 Council term.

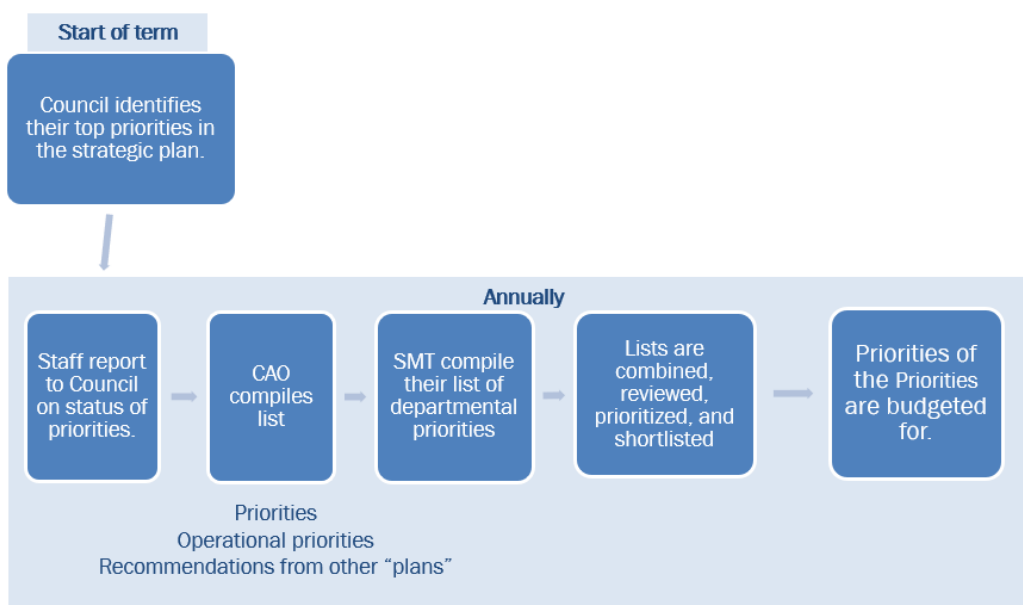
RECOMMENDATION

THAT ADMIN 19-2022 Corporate Priorities Review report be received; and

THAT the Strategic Priorities Committee receives the 2022 Corporate Work Plan for information.

BACKGROUND

The process for establishing the Town's strategic and operational priorities in St. Marys works as follows:



1. Start of term:
 - a. Council confirms Strategic Plan or begins a new round of strategic planning.
 - b. Council identifies their top priorities in the Strategic Plan for the term.

2. Each year:

- a. CAO and SMT compile list of Council priorities + known operational priorities + known and relevant recommendations from other “plans”. SMT compile their list of departmental priorities and continuous improvement.
- b. Projects and initiatives are reviewed, prioritized, and shortlisted into a corporate plan.
- c. Report to Council on the status of strategic priorities and the corporate plan.
 - i. Ask if any priorities can be deemed complete or abandoned, and/or new priorities have emerged and need to be added.
- d. Priorities of the priorities are budgeted for.

This report represents Step 2(c) of the process and facilitates Council’s review of the corporation’s priorities, the status of implementation, and the identification of any new priorities. Typically, this discussion takes place in advance of staff’s work on the annual budget so that any new priorities can be budgeted for.

However, with 2022 being an election year, the annual priorities report is being presented earlier. This is being done so that staff have clear direction on which priorities Council wishes to see completed or substantially progressed before the end of the term. To assist Council with this consideration, several documents have been attached to this report:

1. **Attachment 1** provides summary of the outstanding strategic and operational priorities that Council has previously identified in these yearly sessions. Included is a listing of those priorities that were substantially completed in 2021, and a status update on those priorities that remain in progress or not started.
2. **Attachment 2** represents a draft corporate plan that has been developed by the senior management team. Listed under each department are those projects that each Director reasonably believes will be completed or substantially underway in 2022. The respective project listings represent what the departmental staff believe are of immediate importance for the department, blending Council’s identified priorities, recommendations outlined in strategic or master plans, and operational priorities observed.
3. **Attachment 3** represents individual departmental plans developed by Directors to guide their departments over the next several years. These plans include the strategic priorities that are outlined in Attachment 2, along with other activities and projects the department deems important to take on in the spirit of continuous improvement.

As part of the presentation of this report, each Director will highlight a key project in their report during the meeting.

REPORT

It is the CAO’s intent that Council will review the summary charts presented by SMT and determine if the identified timelines and priorities still match Council’s vision for the community. As in past discussions, the following questions may help Council prepare for the discussion:

- Do the timelines presented by staff for implementing priorities match Council’s expectations?
- Are there priorities that Council believes can be taken off the list?
- Are there any new priorities that have emerged that Council believes should be on the list?

The corporate work plan is aggressive, and as Council and staff know, in municipal work it is common for unexpected things to come up and for priorities to be shifted. Because of this, the timelines of the priorities and projects listed should be considered flexible.

Why does it take so much time for projects to be completed?

This is a regular question and can be a frustrating point for Council, staff, and the public. The following points may help provide some context around staff's timelines for project completion:

- KPMG's organizational review confirmed that the Town has just enough front-line and management staff to deliver the larger than typical slate of services and programs for a municipality our size.
- Our organizational capacity and staff complement are designed to administer and implement the regular day to day services and programs of the municipality. Within this design, there is some spare capacity to complete strategic projects each year.
- Forward facing staff typically focus on delivering the day-to-day programs and services of the municipality.
- Management staff are considered working managers/directors. They balance their time focusing on issues management as the need arises, employee relations, and strategic projects.
- What are the flaws in this approach?
 - As observed by KPMG, the Town has historically understaffed its back-of house support. This is what creates the need to have working management staff whose capacity cannot be more dedicated to strategic projects.
 - The Town lacks "surge capacity". As workload increases in one area or another, we do not have ability to quickly "staff up" to meet the need. We deal with the surge within the existing complement.
 - We only have "one of each", meaning that most positions are specialized in some way. This means backfilling temporary and long-term vacancies is not easy, and if we cannot find similarly qualified replacements, positions are temporarily redefined until the incumbent member of staff returns.

Do we have a capacity issue today?

- Yes, and there are several contributing factors, with some examples below:
 - Surge in Development Files – development in Town has increased to historic levels. This includes new "from scratch" development files and an increase in home building. This surge is affecting capacity in both the Building / Development and the Public Works Departments. Development and building files have legislated timelines, and thus staff must prioritize this work for inspections and plans review and set aside other projects when these surges exist.
 - COVID Recovery – the entire administration is now learning to operate within the "Plan to Stay Open". In particular, this affects Community Services as the staff within that department are working to bring back programs closer to pre-pandemic levels. With this work focus, the department is unable to put full focus into review of outstanding projects from the PRC Business Plan, Core Services review, etc.
 - Increased Project Load – the Town has invested in strategic and master plans. In addition to the regular implementation of the recommendations in these reports, the Town has been successful in receiving more grants than we have in the past. This has added projects to the list that have granting deadlines. As a result, projects tied to grants are prioritized so that funding deadlines are not missed.
 - Vacancies – with the number of staff the Town has, vacancies are a regular occurrence. The impact of vacancies can impact the organization in a number of ways. For example:

- Vacation and Sick-Time Off: These vacancies are typically short-term, but have an impact:
 - Administration is more actively pushing for staff to take their vacation time off. It is important for staff to re-charge, and from a corporate perspective, this reduces an unfunded liability represented by an unused vacation bank. However, vacation time off is not backfilled, and when on vacation, a person's regular duties are covered off by others thus limiting their time to work on projects.
 - Sick-time related vacancies are now more prevalent within the COVID pandemic. Depending on who is off ill, a service or program may need to be cancelled, or a management staff may be required to fill in, meaning that they must set aside the projects they are working on.
- Specialized Positions: As noted, the Town has "one of each" and almost all our positions are specialized in some way. When vacancies exist in specialized positions, these are not always easy to fill in either the short or long term. Short term, we may not have other internal staff who can step in right away. Long term (say trying to fill a 6–12-month vacancy with a contract) we are finding that not always does the external market provide equally qualified candidates. Again, these vacancies affect timelines as projects are set aside when Directors and other staff are required to focus on more routine duties caused by the vacancy.
- 2022 Election – currently the Town has an understaffed Clerk's department when compared to its municipal peers. The 2022 Election represents a surge in work that must be prioritized by the department while other projects are set aside. The result is that special projects prioritized by Council (i.e. certain by-law reviews) fall to the CAO to complete.

If we have an issue, what are we doing about it?

- Capacity issues can be temporary and long term.
- At this point in time, administration is addressing the capacity issue as a temporary problem and is hiring short-term help to assist. For example:
 - Grant funded projects now include budget allocations to hire project managers or consultants to help deliver the project (i.e. the Milt Dunnell Redevelopment, ERP Project, Downtown Service Location review, etc.)
 - Temporary contract staff are being hired (i.e. Policy Assistant in Clerks, File Clerks in Building/Development, etc.).
 - Council has asked how hiring consulting assistance would help advance a project (i.e. Housing Strategy)
- Organizational capacity is something that the SMT continually monitor, and if it is determined that the issue is not short-term, long-term solutions will be developed and presented to Council through the annual budget.

FINANCIAL IMPLICATIONS

There are no immediate direct financial impacts related to this report.

SUMMARY

It is important for Council and staff to confirm the priorities of the organization for the remainder of the 2018-2022 term to ensure that staff's workplans are adjusted accordingly. If Council believes that there

needs to be a change in the direction of the proposed corporate work plan, staff would appreciate that direction.

STRATEGIC PLAN

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

OTHERS CONSULTED

Senior Management Team

ATTACHMENTS

Attachment 1 provides summary of Council's outstanding strategic and operational priorities.

Attachment 2 represents a draft corporate plan that has been developed by the senior management team.

Attachment 3 represents individual departmental plans developed by Directors to guide their departments over the next several years.

REVIEWED BY

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

ATTACHEMNT 1: 2022 UPDATE: Strategic & Operational Priorities Identified for the 2018-2022 Term

1. Council Priorities Completed in 2021

Strategic Priorities Complete or Substantially Completed	
<ul style="list-style-type: none">Waterloo/Elizabeth Street ReconstructionVision Zero and St. Marys ApplicationDowntown Tourism (Launch of discoverstmarys.ca)Climate Change Plan Adopted & Climate Change Coordinator Partnership Extended.Parks Naturalization Program AdoptedPicnic Table Art project implemented in 2021 & CIP program for public art approved.	<ul style="list-style-type: none">Road Needs StudyLaunch and Deliver Service Ontario ServicesAttainable Housing<ul style="list-style-type: none">Launch of grants via the Community Improvement PlanParking Review accepted and referred to report backs prior to implementation.Implemented new development requirements for developers to show the impact of a proposed development on the supply of attainable housing in the community
Operational Priorities Complete or Substantially Completed:	
<ul style="list-style-type: none">Police Services Review completedLead Testing Program for the Town's Drinking Water Developed and ApprovedModernize Town Financial Processes<ul style="list-style-type: none">IT Strategic Completed.ERP Project Budgeted with Grant Funds ReceivedRecreation Financial Relief Policy LaunchedPainting of additional pickleball courts approved.Third-party by-law enforcement approved and budgeted for.	<ul style="list-style-type: none">Launch of Green Initiatives Recognition ProgramMaintained Business Support and Economic Recovery Program and GrantsActive Transportation Plan – Referred to 2022 DC ReviewGrant secured for Property Files Digitization Project, and project ongoingTown Compensation Program Reviewed with New Program designed to be launched in 2022Fire Pumper Truck Procured.Milt-Dunnell – Downstream portage route approved.Yak-Shack service level increase to 7 days/week approved and budgeted for.

2. Status of Outstanding Priorities Identified by Council:

Pillar	Strategic Priority/Project	Goal(s)/Objective(s)	Critical Tasks and Overall Status
			(In Progress, Expected to be Complete in 2022) (In Progress, Expected to be Extended Beyond 2022) (Not Started)
#1 Infrastructure	Prioritization of Assets	Complete a review of Town owned assets (heritage, buildings, and land) to determine what the Town should retain, and what the Town should complete strategic divestment of so that limited capital and maintenance funds can be directed appropriately.	Not Started
	Local Climate Change Implementation Plan	Review the goals, objectives, and recommendations of the GHG Reductions Plan for their applicability to St. Marys. Using this as a base, adapt the recommendations to create a local implementation plan for the Town as an organization.	Included in 2022 Departmental Plan, Creation of St. Marys CCAP Climate Change Action Plan
	Road Network Safety Plan	Develop a traffic safety plan for the community that Embraces the Spirit of Vision Zero, with a goal to reduce risk for pedestrians and motorists.	Included in 2022 Departmental Plan
#2 Communication and Events	Rebrand and Reimagine the Corporate Events Portfolio	Reimagine the Town's inventory of corporate events from a portfolio that is primarily tailored to the current/former resident's experience,	Included in 2022 Departmental Plan – Staff are launching RFP for consultant to assist with consultation and event re-branding. Concepts ideas will be brought forward to SPC in September, with

ATTACHEMNT 1: 2022 UPDATE: Strategic & Operational Priorities Identified for the 2018-2022 Term

Pillar	Strategic Priority/Project	Goal(s)/Objective(s)	Critical Tasks and Overall Status
			<div>(In Progress, Expected to be Complete in 2022)</div> <div>(In Progress, Expected to be Extended Beyond 2022)</div> <div>(Not Started)</div>
		to offerings that will expand the Town's tourism catchment area to attract new visitors to Town.	final plan to be completed by end of November. New event will take place in summer 2023.
#3 Balanced Growth	Youth Engagement	Be a leader of the implementation of the Perth4Youth Strategic Plan and work towards the "Youth Friendly" designation	Paused
	Serviced Industrial Land	Complete the process of investigating land options, and develop a conceptual design for the preferred option to have serviced lands available for business expansion, retention, and attraction purposes.	Paused.
	Business Licensing	Research, review, and report back on business licensing. Review the prevalence of businesses operating out of their homes, how these individuals comply with the Town's zoning by-law, if/how these businesses compete with the downtown, and how the Town can license them.	Not started.
#4 Recreation and Culture	Public Art	Position the Town as the driver of the Public Art project, with the BIA as a key supporter. Report back on key concepts and policies required to implement Public Art.	In progress. <ul style="list-style-type: none"> Create Public Art Policy. Formalize Public Art into a committee's TOR for Clerk's committee review for 2022-2026 Council term.
#5 Economic Development and Tourism	Tourism and Promotion of the Downtown	Evaluate and report back on the use of tourism kiosks for the downtown (funded from 2019 One-Time Modernization Grant).	Paused – beginning to investigate options in collaboration with Community Services to pilot a kiosk at PRC. The implementation of the wayfinding strategy in 2022 will provide an important first step, with a tourism kiosk being the next step
	Regional Tourism Partnerships	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.	Partnered with Invest Stratford on the My Main Street Ambassador program. One-year contract, this work will complete needed market research on downtown St. Marys, case studies, best practices for businesses and will also connect our BIA with Stratford's and other Main Street Ambassador programs. Partnered with Destination Stratford and Perth County on a regional cycling initiative that will continue to grow and evolve to make our region a prime location for cycling enthusiasts. Enhanced advertising with Stratford Festival through COVID to a digital format and direct links to our tourism website.
	BIA/Downtown Business Support	Take an active hands-on role in supporting the downtown businesses and the local BIA, with a view to treating the BIA as a partner rather than an external board. Work as a facilitator to bring cohesion to the Association, with a goal to aligning the Downtown business community around a common vision and path forward. Leverage an improved BIA in the Town's tourism strategy.	Launching a survey in the near future to gain insight into interest for BIA Board participation and also ideas for further improving our downtown. These insights will assist staff developing strategies to put into place for the next term of the BIA Board Also working to try and develop a strategy to handle vacancies and absent landlords.

ATTACHEMNT 1: 2022 UPDATE: Strategic & Operational Priorities Identified for the 2018-2022 Term

Pillar	Strategic Priority/Project	Goal(s)/Objective(s)	Critical Tasks and Overall Status
			<div>(In Progress, Expected to be Complete in 2022)</div> <div>(In Progress, Expected to be Extended Beyond 2022)</div> <div>(Not Started)</div>
#6 Housing	Attainable Housing:	Take all steps within the Town's authority to develop new initiatives to encourage the development of attainable housing: <ul style="list-style-type: none"> • 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. • Review areas and properties where tiny home and/or modular home developments would be appropriate. • Investigate the possibility of divesting Town lands for the purposes of creating attainable housing units. Provide information on how the Town could become a partner in the project to ensure that a certain price point is achieved (i.e. 3P, partnership with the City, etc.) 	Included in 2022 Departmental Plan
			Included in 2022 Departmental Plan
			Included in 2022 Departmental Plan
	Build a Regional Profile	Focus on developing the Town's profile outside of the Town's borders. Actively seek out external partnerships, seats on boards, etc to put St. Marys in a position as a municipal leader.	Ongoing as the opportunity arises.
Council & Staff Identified Operational Priorities (resolutions, priority settings, or SPC Direction)	Develop a Cell Phone Policy for Council	Develop an information technology/use of Town resources policy for members of Council. Set policy terms which permits member of Council to have a Town cell phone with data, or an allowance of \$50/month.	Not Started <ul style="list-style-type: none"> • Identify the technological needs Councillors will need in the "new normal" of Council and establish policy terms of this new use of Town property. • Begin to plan for the budgeting and procurement of these items for 2022-2026 term implementation.
	Develop an Annual Financial Health Report Card	Research and report back on the recommendations contained in the fiscal health report, with a view to monitoring the Town's sustainability in regards to growth keeping up with major costs like inflation and annual increases to the cost of living. <ul style="list-style-type: none"> • Prepare an annual report outlining the latest Town financial ratios, indicators, and municipal benchmarks (for ease of reference, the KPMG benchmarking is an acceptable baseline). • Create a reserve policy to guide reserve and reserve fund objectives and goals. 	Included in 2022 Departmental plan to be implemented in late 2022. Reserve policy draft expected to be tabled with SPC in May 2022.
	Develop a Diversion Program for Textiles	Complete a Request for Proposal for textile recycling at the St. Marys Landfill Site in accordance with Municipal By-law 36 of 2012.	Paused due to delays in landfill EA submission process, subsequent delays in design and ECA approvals process. To be revisited when space constraints and expansion project staging allows

ATTACHEMNT 1: 2022 UPDATE: Strategic & Operational Priorities Identified for the 2018-2022 Term

Pillar	Strategic Priority/Project	Goal(s)/Objective(s)	Critical Tasks and Overall Status
			<div>(In Progress, Expected to be Complete in 2022)</div> <div>(In Progress, Expected to be Extended Beyond 2022)</div> <div>(Not Started)</div>
	Implement Community Safety Wellbeing Plan	Participate in regional partnership Council to determine regional priorities. Develop Action Groups to determine tactics and implementation measures for social issues at the local municipal level. Develop Action Groups to determine tactics and implementation measures for specific and specialty social issues.	Included in 2022 Departmental Plan
	Customer Service Standard	Develop a customer service standard in an effort to eliminate barriers to customer service; establish a one-window approach and service levels for each customer service point; develop organizational norms for the customer service process; make recommendations for additional services that can be part of a “virtual Town Hall”.	Ongoing – Team has been meeting since 2021 and recommendations on a standard are being developed.
	CityWide Works System – Expanded Use	Expand corporate use of the City Wide Works System to train internal users at customer service points to input work and service requests and to track repairs and develop work orders for recurring maintenance activities.	PW and service contractors fully integrated, expansion to other departments delayed due to COVID, now paused due to possible inclusion in ERP project.
	Asset Management Plan	Develop an asset management action plan and long-term financial strategy to achieve the action plan. Develop a robust asset management data base and develop a proactive 10-year capital plan for corporate facilities.	Ongoing – Expected - July 1, 2022
	Business Continuity Planning	Review and update the Business Continuity Plan to confirm key tasks of all positions, continuity plans for vacancies, and to identify opportunities for cross training and development of team members.	Ongoing. Expected completion Q2 2022
	Employee Relations and Staff Engagement	Develop team member working groups and complete the root cause analysis of the 2019 Staff Survey results. Recommend, and where appropriate, implement new projects and initiatives to close gaps.	Ongoing. Expected Completion 2022
	By-Law Review and Update	Review and modernize by-laws to ensure that they reflect municipal best practices and current legislation. Targeted by-laws include: Tree Compensation, Refreshment Vehicles, Animal Control, Noise, Records Retention	Included in the 2022 corporate plan

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
Administration	Implement Community Safety Wellbeing Plan	For 2021, the goal is for the partnership Council to determine regional priorities. After that, Action Groups will be developed to determine tactics and implementation measures for social issues at the local municipal level.	CSWBP: <ul style="list-style-type: none"> Establishment of local partnership council and agree on key members. Baseline training for partnership council so all members are on the same footing. Identify priority recommendations and implementation timelines. Develop CSWBP implementation framework and performance measurement metrics. Work with local action group to develop tactics to achieve performance measures/ Community Development Worker: <ul style="list-style-type: none"> Complete program evaluation of 1-year pilot. Agency engagement to understand current issues in the community. Develop updated job description and program expectations based on program review results. Complete a review of internal and external service delivery models, with a report to Council on recommended approach.
	Downtown Service Location Review	Through a participative process, this project will result in the Town understanding the most efficient location for services to be located for the public and the organization. A key result will be an understanding of which services and other uses to locate at 14 Church Street N to the Town's needs.	<ul style="list-style-type: none"> Council buy-off on project delivery design Issue RFP and retain a consultant for service location review. <ul style="list-style-type: none"> Strike internal staff committee. Strike external public stakeholder committee Complete process of review Final decision on service locations. Council decision to extend consultant for design services. In a parallel process, Council decision on interior demolition of building. <ul style="list-style-type: none"> Hire third party engineer to project manage. Tender for and complete the interior demolition Install temporary heat and electrical.
	Conservation Authorities Act Transition	Work with the UTRCA, draft a memorandum of understanding that protects the public interest to ensure that the Town receives cost effective mandatory, municipal, and "other" programs and services from the UTRCA.	<ul style="list-style-type: none"> Feb 2022 – review inventory of programs and services as provided by UTRCA July to October 2022 – negotiate MOU with UTRCA January 2023 – Transition date
	Plan to Plan – Prepare for 2023 Strategic Plan Process	Complete a review of the existing strategic plan to develop a comprehensive scorecard noting to identify strategies that have	<ul style="list-style-type: none"> Develop formal 2021 Strategic plan scorecard. Develop initiative tracking for 2021.

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
		been fully, partially, or not implemented. This document will be a key foundation to a new strategic planning process in 2023.	<ul style="list-style-type: none">• Consolidate 2017, 2018, 2019, 2021, 2022 report cards, and reconcile against Strategic Plan to clearly show STRATEGY → TACTIC relationships.• Internal vetting through SLT and SMT.• Final formatting and presentation to Council.
	2022 Municipal Election	Administer an open, accessible and transparent 2022 municipal election compliant with the <i>Municipal Elections Act</i> .	<ul style="list-style-type: none">• Hire Policy Assistant and onboard position• Follow Procurement By-law with respect to gathering costs for alternative voting methods and present options to Council for consideration.• Establish rules and procedures of the election.• Host candidate information sessions in collaboration with area municipalities and Ministry of Municipal Affairs and Housing• Procure election equipment including tabulators, ballots,• Develop election website• Develop candidate and third-party advertiser information packages.• Administer nomination period• Develop job descriptions for election officials and onboard prior to election.• In collaboration with area clerks develop terms of reference for joint audit committee and recruit members.• Conduct accessibility audit of poll stations in advance of election.• Implement and administer advanced polls and election day.
	Council Orientation	Develop and deliver an engaging orientation program to familiarize the incoming Council with the mechanics of the governance of the Town, to educate councillors on specific matters that are important for the Town, and establish relationships between Council and staff.	<p>Town Led:</p> <ul style="list-style-type: none">• Survey of Council regarding 2018 orientation experience• Review successes and areas of improvement identified.• Develop initial program, review with SMT to finalize.• Book dates and key speakers, Integrity Commissioner, Municipal lawyer (if outstanding files), OCWA, tour of Town and introduction to SMT <p>Regional:</p> <ul style="list-style-type: none">• Joint Orientation Session• Perth Municipal Day
	Committee Review and Appointment Process	To complete a review of the Town’s advisory committee governance approach which will result in recommendations from the outgoing Council to the incoming Council’s Nomination Committee to improve the composition and functioning of the Town’s advisory committees.	<ul style="list-style-type: none">• Survey of committee members regarding 2018-2022 term.• Conduct review of committees and present findings to Council with recommendation for call for applications.• Ensure TOR are up to date for all committees and on website.• Update application.• Advertise call for applications through media and receive applications at Town Hall.

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
			<ul style="list-style-type: none">• Present applications to Nomination Committee prior to term of incoming Council.• Develop onboarding plan with staff liaisons for incoming committee members.
	By-Law Reviews and Update:	Review and modernize by-laws to ensure that they reflect municipal best practices and current legislation	<ul style="list-style-type: none">• Forward Tree Compensation By-law to Attorney General for review and approval of set fines.• Refer to previous direction of Council regarding refreshment vehicles and bring forward draft by-law and implementation plan to SPC for review.• Incorporate comments from SPC to the draft Animal Control By-law regarding urban poultry regulations and bring back for review.• SWOT analysis of existing Noise By-law and review key municipalities for opportunities for improvement. Draft and bring back to Council for input and approval.• Review Procedure By-law and compare to recent legislative changes. Seek feedback from Council on key areas. Prepare amendments and bring forward to Council for consideration.• Draft Retention By-law for the municipality in consultation with SLT. Bring to SPC for input.<ul style="list-style-type: none">◦ Once Retention By-law is approved, implement records retention program corporate wide.
	• Tree Compensation		
	• Refreshment Vehicles		
	• Animal Control		
	• Noise		
	• Procedure		
	• Records Retention		
Building and Development	Complete the Official Plan	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.	<ul style="list-style-type: none">• Bring the final draft to Council on April 12, 2022 for final consideration. Once Council approves the draft plan, it will need approval from MMAH. MMAH will take roughly 4-6 months to approve.
	Community Improvement Plan	To grow a program that is easy to understand, easy to access, easy to understand and front of staffs' mind when discussing with residents and that Staff works with applicants to maximize available grants.	<ul style="list-style-type: none">• Create an eight-month marketing campaign with the communications department which will include updates on the Town website, the Town's social media platforms, and mailers in the tax bill• When dealing with residents for development (building/planning) applications, make it front of conversation.• Create a process to encourage dialogue between the applicant and staff during the pre-consultation process to help maximize grants.
	Housing Strategy	Review areas and properties where tiny home and/or modular home developments would be appropriate.	<ul style="list-style-type: none">• Meet with various stakeholders and experts to help understand the finer details• Report back to Council in Q2 to help narrow the scope and next steps.• Develop policies for Tiny Homes and review with Council

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
			<ul style="list-style-type: none">Amend the Town's Zoning By-law and the preparation of urban design guidelines to permit tiny home development that is appropriately located and designed
		Provide information on how the Town could become a partner in the project to ensure that a certain price point is achieved (i.e. 3P, partnership with the City, etc.)	<ul style="list-style-type: none">Meet with various stakeholders and experts to help understand the finer detailsReport back to Council in Q2 to help narrow the scope and next steps.Hire a consultant to aid staffLook at existing programs already available through CHMC and Stratford Social Housing, various levels of governmentReport back to Council on findings and seek direction on next steps
		Develop an inclusionary zoning strategy for new development in the Town	<ul style="list-style-type: none">Meet with various stakeholders and experts to help understand the finer detailsReport back to Council in Q2 to help narrow the scope and next steps.Develop policies for inclusionary zoning and review with CouncilAmend the Town's Zoning By-law to include inclusionary zoning for all new developments
		Investigate the possibility of divesting Town lands for the purpose of creating attainable housing units.	<ul style="list-style-type: none">Meet with various stakeholders and experts to help understand the finer detailsReport back to Council in Q2 to help narrow the scope and next steps.Develop detailed list of available land,Research and report back on the various land parcels and what yield/built form can be obtained with each parcel.
		Looking at different funding sources to develop affordable/attainable housing.	<ul style="list-style-type: none">Meet with various stakeholders and experts to help understand the finer detailsReport back to Council in Q2 to help narrow the scope and next steps.Look at existing programs already available through CHMC and Stratford Social Housing, various levels of governmentReport back to Council on findings and seek direction on next steps
	Property files digitization	To create a virtual platform for the Town property files, to be readily accessed by Town Staff	<ul style="list-style-type: none">Reorganization of existing electronic property files into proper formats for consistencyRetrieval and filing of Planning, Building, Facilities, Heritage, Clerks, Public Works, and Engineering records

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
	Proactively Communicate the Town's Growth Vision and Objectives	Ensure that the Town of St Marys achieves it 1.5% annual growth rate.	<ul style="list-style-type: none"> Streamline approvals and process for both planning applications and building permits, <ul style="list-style-type: none"> Have good communication with applicants of shortfalls of applications Report back to applicants in a timely manner after receiving submissions. Check in with applicants when applications seem have stalled. Track residential stock on a yearly basis and identify any short falls to Council and look at developing strategies to avoid any shortages.
	Procure a company to provide 3 rd party administration of complex by-law enforcement files.	To obtain a third-party company party administration of complex by-law enforcement files.	<ul style="list-style-type: none"> Research possible companies to provide services, Create work procedures outlining the steps taken, Create protocol on when to use third party enforcement
	Asset Management Planning - Facilities	Leverage the new capacity created in the Facilities portfolio to expand and advance the Town's Asset Management Program related to corporate facilities. This includes not only fully delivering the annual capital plan, but also working with the Engineering and Asset Management Specialist to develop a robust asset management data base and develop a proactive 10-year capital plan.	<ul style="list-style-type: none"> Define Overall goal & Planning period Assess for viability given current funding allocations Identify funding increases or service reductions to meet target goals Create KPI for annual tracking mechanism / reporting Seek council approval
Community Services	Post Pandemic Planning	Reconvene the Core Services working group and complete a review of the department's existing master planning documents (RLMP, PRC Strategic Business plan, 2019 service delivery review, KPMG) with a goal to developing an inventory of recommendations that remain relevant in the "new normal". Refine the inventory into an action plan to identify short, medium, and long-term tasks to restart the implementation of these plans, and communicate the plan to Council	<ul style="list-style-type: none"> Reconvene meetings with PRC Managers. Take the next 6-8 months to evaluate what facilities and services look like post pandemic. <ul style="list-style-type: none"> Evaluate all facilities and services to see if changes are required Develop plans for facilities that need modification Make services changes as required
	Public Art Program	Develop a comprehensive Public Art program	<ul style="list-style-type: none"> Create a Public Art Policy for committee to consider. Formalize Public Art into a committee's TOR for 2022-2026 Council term to be considered as part of Clerk's committee review.
	Skate Park Expansion	The goal of this project is to repair what currently exists and expand the park to ensure inclusivity of all wheels (bike, scooter, skateboard, and inline), and support a variety of skill levels.	<ul style="list-style-type: none"> Community engagement in schools and community to develop scope. RFP development. Support steering committee in other avenues.
	Child Care	Review the childcare needs based on the growing waitlist.	<ul style="list-style-type: none"> Explore opportunities for a study to determine long term childcare needs for our community. This will include: a study of existing needs and future growth. See if there is an opportunity to partner with the City of Stratford Social Services dept. to determine these needs for our community.

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
			<ul style="list-style-type: none"> Once need is established present results to Council for future opportunities/development.
	Quarry Inflatable Partnership	As part of the core services review staff identified there are partnership opportunities that could generate revenue. This partnership meets Council's goals in a variety of ways including a new revenue opportunity and fulfills several initiatives within Council's Tourism Strategy.	<ul style="list-style-type: none"> Work with PT Watersports on the installation of the inflatable. Collaborate training initiatives with PT Watersports for the overall safety procedures and full park operations. Partner with PT Watersports to host a National Lifeguard Waterfront Course to certify lifeguards for both teams. Staff will continue to work collaboratively with Tourism and Public Works to ensure a smooth and successful summer operations.
	Lifeguard Development – Recruitment/Retention, Sustainability	Develop a program to address staff recruitment and staff efficiency.	<ul style="list-style-type: none"> Launch a three-prong volunteer program: <ul style="list-style-type: none"> Develop a volunteer for swim lesson program to prepare youth to become 'deck ready' early. Family swim buddy, reduce barriers to participation Program leader, assist beginning of programs to reduce staff time Build volunteer base as needed.
	Mobility Agreement	The Town of St. Marys has a long-standing relationship with St Marys Mobility Services. At present there is not a formal relationship agreement with the Town of St Marys.	<ul style="list-style-type: none"> Develop a Mobility Services agreement including: <ul style="list-style-type: none"> Lease agreement Gas Tax (will work with Finance to include this)
	In-house meal services	Develop a new vision for in-house meal services and be ready to deploy if/when public health restrictions permit the Town's dining programs to resume.	<ul style="list-style-type: none"> Explore service levels and opportunities for program <ul style="list-style-type: none"> Present results to Council for discussion
	Pyramid Recreation Centre Sales	Increase sale opportunities in the PRC (increase in revenues)	<ul style="list-style-type: none"> Partner with a sales company to assist with additional sales opportunities in the centre, this includes: <ul style="list-style-type: none"> Arena boards Ice logos TV screens Walls/dressing rooms
Corporate Services	Re-Profiling Milt-Dunnell field as the "central park" of St. Marys	<ol style="list-style-type: none"> Provide Council with a draft master plan for the re-development of Milt Dunnell Field Begin 1st phase of construction to utilize the FedDev Ontario funding 	<ul style="list-style-type: none"> Engagement process conducted with key stakeholder groups Create 3 – 5 conceptual plans Engage, using the conceptual plans, with the general public Bring engagement recommendations and revised conceptual plan(s) to Council for approval of a master plan Design phase 1 of construction Receive proper approvals
	Post Pandemic Economic Development Plan	Complete a review of existing master planning documents related to economic development and tourism with a goal to developing an inventory of recommendations that remain relevant in the "new normal". Refine the inventory into an action plan to identify short,	<ul style="list-style-type: none"> Survey the business community to determine revised needs and gaps Create an economic development objective Create a list of short-, medium-, and long-term action items

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
		medium, and long-term tasks to restart the implementation of these plans and communicate the plan forward to Council. As a part of the action plan, include strategies and tactics to action Council's year over year priorities	<ul style="list-style-type: none">Engage with our internal communication teams to develop engagement strategies for the action items
	Asset management action plan and long-term financial strategy	Create a Financial Plan to fund the updated asset management plan deficit	<ul style="list-style-type: none">Update the asset inventory (specifically with growth assets and other missing assets)Update replacement valuesDetermine the revised asset management deficit and annual requirementsCreate a draft financial plan to fund the asset management over the next 10 and/or 20 years
	Reserve Policy	Recommend a reserve policy to Council for approval	<ul style="list-style-type: none">Create draft general reserve policyDraft specifications for each reserve/reserve fundEngage with internal departments in advance of tabling reserve policyTable reserve policy with Council
	ERP Project	Launch Phase 1 of the ERP project to go-live January 1, 2023	<ul style="list-style-type: none">Procure ERP software solutionCreate robust implementation planEngage internal staff to assist with change managementConduct user testing and data migrationLaunch new applications
Fire	Firefighter Certification Program	To develop a standardized approach to firefighter training, which protects firefighters and increases public safety, while providing flexibility for the local needs and service levels of our municipality.	<ul style="list-style-type: none">Level of Service - Determine the minimum standard of training required for the municipality.Determine prescribed compliance deadline for fire protection services.Modernization of Firefighting Training – seeking opportunities from multiple education organizations to achieve training delivery and certification.Adjust our Establishing and Regulating bylaw according to standards set out in the proposed regulation of the Office of the Fire Marshal.
	Pre-Fire Plan Project	Chief Fire Prevention Officer to identify all high-hazard manufacturing operations and develop a coordinated Pre-Fire Plan inspection system.	<ul style="list-style-type: none">Develop a pre-incident planning program that compiles building informationKeep building information updated with information gained during fire prevention activities or from other allied agenciesProvide known building information to responding firefightersFamiliarize firefighters with building configurations and functionsCoordinate building familiarization tours for firefightersTrain firefighters on how to conduct pre-incident planning and how to use the information to protect their health and safety

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
	Emergency Response Services - Hazardous Materials	<p>To address the concerns of Hazardous Materials response for our municipality.</p> <p>In the event if we had a hazardous material incident in Perth County, including the City of Stratford, we would have to contact the Provincial Emergency Operations Centre and request a Hazmat team through them.</p> <p>RFP to secure a company to provide the Municipality Emergency Response Services for Hazardous Materials.</p>	<ul style="list-style-type: none"> Identify levels of Hazmat NFPA 472 qualifications of firefighters in Perth County. This to include Stratford Fire Services. Create an RFP (with other Fire Departments in Perth County) to secure a company that would be able to respond in a quick and efficient manner to deal with a Hazardous Materials incident that is beyond our capabilities.
Human Resources	Diversity, Equity and Inclusion Program	Take meaningful steps to embrace Diversity Equity & Inclusion	<ul style="list-style-type: none"> Create an internal sub-committee (HR + STEAM) Seek knowledge of the broader issues and understanding of how they are presented in our workplace Engage individuals and groups who have lived experience Provide baseline training to all staff Create a charter/ framework to guide our actions and decision making moving forward Create experiences/events to keep this at the forefront of staff's attention Review and revise annually
	Create a Recognition Program (Staff survey – Implementation)	This addresses a concern brought forward during the 2019 Staff engagement survey. Create a workplace where all staff feel valued and appreciated.	<ul style="list-style-type: none"> Analyse data and root causes from staff survey Create a short survey to go out to all staff that addresses the key two key concerns of: <ul style="list-style-type: none"> what should be recognized and what staff value as recognition. Share results with STEAM to disseminate key areas Draft and share policy with STEAM and Management team allowing STEAM to seek feedback from their work areas Launch program to all staff.
	Staff Information sharing and communication (Staff survey – Implementation)	Create new opportunities for information sharing among staff	<ul style="list-style-type: none"> Create corporate Teams page to display important information, dates and files Working with STEAM create a Peer to Peer learning process that allows staff to become internal SME and share knowledge with colleagues. (2022=Communication, concern resolution, and paid time off)
	Right to Disconnect	Create policy based on provincial regulations	<ul style="list-style-type: none"> Review regulations once released Create policy Review with management staff Introduce policy to staff
Library	Popup Pantry	Provide a pantry to the community for immediate need in the library available during hours of operation.	<ul style="list-style-type: none"> Develop a model based on benchmarks from library sector models.

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
			<ul style="list-style-type: none"> Develop protocols around providing access to pantry that adhere to health Unit Guidelines. Work with community donors to provide pantry items. Promote service to the community.
	Self Check Station at Library	Provide the service of self checkout of items to the community.	<ul style="list-style-type: none"> Confirm funding for project. Select a company to provide technology. Staff training and implementation. Promotion within the library of service.
	Board Governance processes for Year Four of Term	Ensure the Board has the opportunity to determine what legacy pieces it wants to leave for the next Board.	<ul style="list-style-type: none"> Self-Assessment process, reflection and policy implementation. Orientation component for Town Package.
	Pyramid Pickup Project	Provide an automated option for borrowing library materials from the Pyramid Centre.	<ul style="list-style-type: none"> Secure modernization funding for technology. Schedule installation and implementation. Determine a collection dedicated to project. Staff training & process for keeping the station stocked. Marketing piece to promote to community.
	Adult Learning Program Refresh	With staff changes occurring organically, we are making some changes to the staffing compliment and returning to a 2 FTE model, effective mid April 1, the start of their year.	<ul style="list-style-type: none"> Hiring a new Coordinator and instructor. Orientation and training. Reporting to the Ministry, ALPP and Library Board the progress.
	Customer Service Project Team Lead	Develop a customer service standard in an effort to eliminate barriers to customer service.	<ul style="list-style-type: none"> Establish a one-window approach and service levels for each customer service point. Develop organizational norms for the customer service process. Make recommendations for additional services that can be part of a "virtual Town Hall".
Public Works	Local Climate Change Action Plan	Review the goals, objectives, and recommendations of the GHG Reductions Plan for their applicability to St. Marys. Using this as a base, adapt the recommendations to create a local implementation plan for the Town as an organization.	<ul style="list-style-type: none"> Create an inventory of the GHG Plan recommendations. Complete an internal review of the applicability to St. Marys. Work with Climate Change Coordinator to prioritize recommendations. Review draft plan with Green Committee, and final review with Council. Begin implementation.
	Traffic Safety Plan	Launching from Vision Concept and Discussion, Development of St. Marys Traffic Safety Plan focusing on known datasets and existing concerns in the road networks	<ul style="list-style-type: none"> Defined dialog and data collection with Stratford Police Intersection by-Intersection review of road network Review Sightline & Traffic control level Review Automated Speed Enforcement Review Automated Traffic Calming program Pedestrian network linkages & Traffic control level By-Law Enforcement Recommendations
	Asset Management Plan	Develop an asset management action plan and long-term financial strategy to achieve the action plan. Develop a robust asset	<ul style="list-style-type: none"> Define Overall goal & Planning period Assess for viability given current funding allocations

ATTACHMENT 2: 2022 Corporate Plan Developed by Senior Management Team

Department	Priority/Project	Goal(s)/Objective(s)	Critical Tasks
		management data base and develop a proactive 10-yr capital plan for corporate facilities.	<ul style="list-style-type: none"> Identify funding increases or service reductions to meet target goals Create KPI for annually tracking mechanism / reporting Seek council approval
	Wellington Street Reconstruction	Full Road Reconstruction between South of Wellington St. bridge and Park St.	<ul style="list-style-type: none"> Tender / RFP Award Engage BIA & Stakeholders Coordinate with Enbridge for Upgrades Perform Legacy Fuel tank removals in March 2022 Construction to commence April 2022
	Landfill Expansion Environmental Assessment	Finalize EA submission to MOECC	<ul style="list-style-type: none"> Complete CKD pile delineation in spring of 2022 Update Council Spring of 2022 Work with project engineer to finalize comment tables and final volume to amend original submission
	WPCP Environmental Compliance Approvals	Complete ECA for Air approvals for Odor control, Grit removal & Administrative Building upgrades, moving to eventual construction of approved capital project	<ul style="list-style-type: none"> Work with project Engineering to finalize ECA submission to MOECC Once approval completed moved to project tendering / construction
	WPCP – Industrial Waste Surcharge Agreements (IWSA)	Finalize 2018 initiative to standardize WPCP surcharge agreements with Industry. Stabilize loading requirements of WPCP to ensure capacity for municipal growth across residential , commercial and industrial segments	<ul style="list-style-type: none"> Final comments received from multi year dialog with industrial users Update Council as to current project status – SPC Feb Issue new agreement notices to current IWSA users Present new agreements to council and execute into By-Law
	T20 – Plow truck replacement	Capital Project Finalize specifications to meet municipal need for 10 year service window for unit	<ul style="list-style-type: none"> Finalize Unit specifications Capital Project process tender & award Expecting 2yr lead time to take delivery

Project	Process	Jan 3-7	Jan 10-14	Jan 17-21	Jan 24-28	Jan 31 - Feb 4	Feb 7-11	Feb 14-18	Feb 21-25	Feb 28 - Mar 4	Mar 7-11	Mar 14-18	Mar 21-25	Mar 28-April 1	April 4-8	April 11-15	April 18-22	April 25-29
Town Hall																		
Floor replacement	Write RFQ																	
	Post RFQ																	
	RFQ Closing																	
	Award Work																	
	Work Completed																	
Council Chambers Interior Renovation	Discuss Options & write report																	
	SPC																	
	Discuss Options & Needs																	
	Select Option																	
	Acquire Drawings																	
	Write RFQ																	
	Post RFQ																	
	RFQ Closing																	
	Award Work																	
	Work Completed																	
Church St Stair stone pointing repair	Contact Contractors																	
	Work Completed																	
Library																		
South Side Exit Door Replacement	Contact Contractors																	
	Receive Pricing																	
	Award Work																	
	Work Completed																	
Refinish Church St Wooden Door	Contact Contractors																	
	Receive Pricing																	
	Award Work																	
	Work Completed																	
Retaining Wall Repointing (Church St)	Contact Contractors																	
	Receive Pricing																	
	Award Work																	
	Work Completed																	
MOC																		
Shop Boiler Replacement	Contact Contractors																	
	Receive Pricing																	

	Award Work																		
	Work Completed																		
Office Window glazing Replacement	Write RFQ																		
	Post RFQ																		
	Close RFQ																		
	Award Work																		
	Work Completed																		
Floor Replacement (See Town Hall project)	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		
PW Washroom Painting	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		
PW Shop infloor water Pumps replacement	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		
Lind Sportsplex																			
Wood Retaining wall Replacement	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		
Lobby Door to deck Replacement & accessible opener installation	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		
Ice Surface Wall Painting	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		
Canteen Upgrades (Cupboards/painting)	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		
Exterior door repairs (Op) weather stripping, repair any worn hinges	Contact Contractors																		
	Receive Pricing																		
	Award Work																		
	Work Completed																		

Overhead Door Repairs (Op) Check trolleys, track and spring	Contact Contractors																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
Museum																				
Retaining Wall Repointing (Church St side)	Contact Contractors																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
Barn Window replacement	Contact Contractors																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
Porch Refinishing (front & Back) (Op) stripping and refinishing	Contact Contractors																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
Technology Room Floor Replacement (Op)	Contact Contractors																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
Milt Dunnell Field																				
Milt Dunnell Field Upgrades (Waiting on Committee Direction)	Plan Upgrades																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
St. Maria Pump House																				
Paint exterior (Op)	Contact Contractors																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
Cemetery																				
Roof Assessment (Op)	Contact Contractors																			
	Receive Pricing																			
	Award Work																			
	Work Completed																			
Building Fees Review	Building Permit Review																			

	Review current legislation and trends in building permit fees and establish building permit costing categories (1)																	
	Receive and review background documents from Town staff																	
	Document fee categories, differentiating permit characteristics, participating Town staff positions, and develop process maps																	
	Secure Town staff permit processing effort estimates (2)																	
	Construct an A.B.C. model and fee structure options																	
	Prepare Draft Report and present study findings and recommendations to Town Staff (1)																	
	Prepare Final Report and present at a Public Meeting of Council(1)																	
Procure a company to provide 3rd party administration of complex by-law enforcement files.																		
	Research possible companies to provide services,																	
	Create work procedures outlining the steps taken,																	
	Create protocol on when to use third party enforcement																	
PLANNING AND DEVELOPMENT DEPARTMENT																		
Tree Replacement By-law																		
	Council Approval in Principle																	
	Draft By-law																	
	Report to Council Due																	
	Council Approval																	
	Implementation																	
Site Plan Control By-law Amendment																		
	Research for Major/Minor SPAs																	
	Securities Examples																	
	Draft By-law Review by Development Team																	
	Report to Council Due																	
	Council Approval																	
Official Plan Review																		
	Statutory Public Meeting																	
	Internal Review																	
	Council Approval																	
	Notice of Decision/Circulation																	
	Website Updates																	
Proactively Communicate the Town's Growth Vision and Objectives																		
Next Steps determined after this meeting	Report to Strategic Priorities Committee																	
	Amendment to Zoning By-law																	

Community Improvement Plan																			
	· Creating an eight-month marketing plan with communications																		
	· Have staff meeting with applicants to make application process easier.																		
	give priority to applications once submitted to help reduce delays in process.																		
Housing Strategy																			
Review areas and properties where tiny home and/or modular home developments would be appropriate.	Amendments to the Town's Zoning By-law and the preparation of urban design guidelines to permit tiny home development that is appropriately located and designed																		
Housing Strategy																			
Provide information on how the Town could become a partner in the project to ensure that a certain price point is achieved (i.e. 3P, partnership with the City, etc.)	look at existing programs already available through CHMC and Stratford Social Housing																		
Housing Strategy																			
Develop an inclusionary zoning strategy for new development in the Town	Amendments to the Town's Zoning By-law to include inclusionary zoning for all new developments																		
Housing Strategy																			
Investigate the possibility of divesting Town lands for the purposes of creating attainable housing units.																			
Property Digitization	Confirm file naming conventions;Confirm folder typologies and what goes in each type of folder;Access to Property Files (who should have access read-only, edit/delete)																		
	Scanning of all hard copy property files																		
	Reorganization of existing electronic property files into proper formats for consistency																		
	Review Facility Property Folders to ensure information is being stored properly																		

	Retrieval and filing of COA, PAC and Council reports and minutes to supplement planning files																	
	File and organized electronic copies of COA and PAC minutes (already scanned) to the property file																	
	Transfer electronic copies of Site Plan Agreements to the appropriate property file																	
	Transfer electronic copies of Zoning By-law and Official Plan Amendments to the appropriate property files																	
	Re-organization of Subdivision files into chronological order																	
	Electronic filing of Designation information (designation by-law, statement and property history)																	
	Filing of property related agreements such as easements/encroachments/lease																	
	Filing of Town involved land deals including Agreement of Purchase and Sale																	
	Scanning and filing of municipal records from the 1950's to the 1980s																	
	Property Grants																	
	Filing of Property Identification Numbers (P.I.N)																	
	Moving property-related Public Works correspondence to the property files																	
	Creation of a Planning Application database																	
	Creation of a "Roads" property folder with all of the road segments for history, PINS, closures/openings, and road reconstruction																	
	Confirmation that Site Plan Agreements are registered on title																	
	Update Parking Standards in ZB																	
	Consolidated Zoning By-law																	

2022 Community Services Departmental Plan

Status Colour Key	
Not Started	
Pause	
Research	
Implementing	
Complete	
2022 Priority	

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
Council Strategic Priority #3 Balanced Growth	Fall 2019: Continue to progress the tactics identified in the Perth 4 Youth based strategic plan and be a leader of its implementation in the region including working towards the “Youth Friendly” designation.	<p>Continue to progress in 2022</p> <p>Youth engagement will be more difficult in schools, and staff capacity has been partially directed to the Wellness Program.</p> <p>The path forward is to continue to engage youth, including the Youth Council. Youth perspectives will be an important to inform the Town’s recovery efforts.</p>	<p>Paused – Perth 4 youth and Youth Friendly</p> <p>Continue to work with Youth Council on youth initiatives</p>	Darcy	Darcy (Youth Council)	Yes	No
2019 Service Delivery Project	Investigate more direct partnerships with the Stratford Perth Museum for	<ul style="list-style-type: none">Kelly and Amy met with SP Museum and Stratford Festival	Paused Started in 2019, paused while tourism on	Amy	Amy	Yes	Corporate Service (Kelly)

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
	exhibits, events, and other shared services.	<ul style="list-style-type: none"> in late 2019/early 2020. Several potential initiatives discussed but currently paused. Explore opportunities beyond Stratford 	hold/museum closed.				
2019 Service Delivery Project	Compare the per capita spend of St. Marys on museum services against other municipalities and report back.	<ul style="list-style-type: none"> Started working on gathering data in 2019. Currently updating with 2021 budgets where I can find them on municipal websites 	In progress	Amy	Amy		<ul style="list-style-type: none"> Trying to find comparables in Ontario (single-tier municipalities of similar size, museum and archives, etc). May require some advice from Andre. Amy has been working on comparison. General findings suggest that St. Marys is comparable to other municipal museums and archives.
2019 Service Delivery Project	Shift the focus of museum exhibits to be those that celebrate locale cultural heritage (i.e. local celebrities, persons of interest, history as it is occurring, similar to the Stratford approach with Justin Bieber), focus on the arts, partnerships with the Station Gallery, and other pop culture items of interest.	<ul style="list-style-type: none"> Successful Space to Spoon exhibit (until Museum had to close) Started working on Emm Gryner exhibit for Homecoming 2020, potentially postponed to Homecoming 2022 	Paused 2020 exhibit plan reflected this direction.	Amy	Amy	Yes	<ul style="list-style-type: none"> Plans to support Homecoming 2022 and other summer events.
2020 Museum Strategic Plan	Implement Museum's 5-year strategic plan	<ul style="list-style-type: none"> Due to volume of tasks, currently tracking in a 	In progress	Amy	Amy		

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
		separate document					
2019 Service Delivery Project	Implement new revenue generation strategies for the Museum	<ul style="list-style-type: none"> Some successfully implemented (65 for 65 campaign and fee increase) Some underway/paused 	Partially complete	Amy	Amy		
2019 Service Delivery Project	Develop a PRC vendor application that will be given to renters if they wish to sell any products during their event held at the PRC. (Ex: during rentals and tournaments). Without this permit users cannot sell products on site. Renters will not be allowed to sell products currently sold by the facility (ex: popcorn).		In progress	Steph	Vanessa/Andrea/ Jenny/Darcy/Steph	No	No
2019 Service Delivery Project	Change the way the budget is presented to ensure that waived fees for Community Services are reflected as revenue, with an offsetting "Donations" expense to show true revenues and costs.	Working on in 2022 with Finance		Steph	Steph/Andre	No	Corporate Services
2019 Service Delivery Project	Work directly with Finance Department to modify existing account costs and cost breakdowns to establish a preliminary program cost tracking systems)			Steph	Steph/Andre/Jenny/Andrea/Doug/Darcy	No	Corporate Services
2019 Service Delivery Project	Minor Soccer - present the organization with Option #2 (Minor Soccer to line the fields, with no guarantee of a rate freeze) as the Town's	Met with organization in 2020	Completed	Supervisor of Recreation and Youth Services	Darcy/Doug	No	No

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
	preferred path forward. If the organization is not agreeable, staff were provided the authority to proceed with a phase in of the rate increase to full cost recovery over a two-year phasing.						
2019 Service Delivery Project	PRC – install More Motion sensors to replace light switches in meeting rooms, CC, pool change rooms etc.		Complete	Doug	Doug	No	No
2019 Service Delivery Project	PRC - Install heater and insulate one mechanical room with 3 water heaters that is currently uninsulated from outside temperatures		Complete	Doug	Doug	No	No
2019 Service Delivery Project	PRC - Evaluate services contracted out to determine if efficiencies exist such as waste management, HVAC, refrigeration, etc.		Complete for PRC exclusive contracts	Doug	Doug	No	Yes – Facilities (Ray)
2019 Service Delivery Project	The Lawn Bowling agreement expires in the fall of 2020. A new agreement will be developed ensuring it is consistent with other agreements within the corporation (ex: Curling Club)		Completed	Steph	Darcy	No	No
2019 Service Delivery Project	Partner with a sales company to assist with the sale of arena boards and ice logos, this position would be commission based.	In the beginning stages -working with company on TV advertising for the PRC. Once in place staff will move to other sales opportunities.	In progress	Doug	Vanessa/Steph/Communications	Yes	Communications/IT
2019 Service Delivery Project	Provide online registration for all recreation programs		Completed	Andrea/Jenny / Darcy	Vanessa/Andrea/Jenny/Darcy	Yes	Communications/IT

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
2019 Service Delivery Project	Create a recreation inventory of all community recreation opportunities (RLMP Recommendation #39)		Paused	Darcy	Darcy/Andrea/Jenny		
2019 Service Delivery Project	Working with communications look at ways to establish a system to book smaller rental spaces online (ex: small minor hockey meeting)	Will revisit coming out of pandemic	Paused	Steph	Vanessa/Andrea/Jenny/Darcy/Communications	Yes	Communications/IT
2019 Service Delivery Project	The Town of St. Marys has a long-standing relationship with St. Marys Mobility services. At present there is not a formal relationship agreement with the Town of St. Marys it is recommended that the Town enter into a formal relationship agreement and St. Marys Mobility Services rent is increase.		2022 Priority This was not completed in 2021. This will be completed in 2022	Jenny	Steph	No	Corporate Services (Andre)
2019 Service Delivery Project	Once Quadro has the ability to supply internet to the PRC approach them about sponsoring the youth centre. This would save on the cost of Rogers.		Paused- merge with arena board sales	Darcy	Darcy/Vanessa/Doug/IT	Yes	IT, Communications
Modernization Grant	Staff propose to augment the operational hours of the canteen to have it be staffed during the peak hours of the facility, and not staff the canteen outside of those hours. Nonpeak times will be served though the deployment of a stocked vending machine.	1) Updated staff schedule based on season 2) Purchased vending machines (to arrive in 2022) 3) Evaluate and make adjustments for next	Completed	Darcy	Darcy/Steph		No

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
		season 2022/23					
Modernization Grant	Currently the Town staffs a Guest Services desk where patrons can register for recreation activities, book rooms, ice, and pool. Staff propose adding several IT components to create greater efficiencies and modernize services that are provided at this desk. These components include a point-of-sale system, new booking software to replace Max called Active Net. This new software has the capability to modernize these services provided by the Guest Services.	Completed by: Adding phone ladder system, online registration, transition to ActiveNet	Completed	Darcy	Vanessa/Darcy/Andrea/Jenny/Doug/Steph	Yes	IT, Communications
Modernization Grant	Staff propose purchasing two interactive Tourism Kiosks, one for Downtown and the other for the PRC in order to increase the level of tourism services and information offered to 24 hours a day, 365 days of the year. The Tourism Kiosk can consolidate all tourism information (brochures, social media, website) into one medium and location for visitors.	Report going to Rec Advisory April 2022	Looking to roll this into a virtual wall of fame.	Steph		Yes	Corporate Services
RLMP	Develop an Affiliation Policy to ensure that all volunteer-based community groups are supported in a consistent fashion.	1.Explore programs and what supports exist 2. Identify gaps and inconsistencies 3. Need to define Role of Town with	Research required – 2022 will collect data	Jenny/Darcy	Jenny/Darcy/Doug	?	Human Resources

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
		community groups 4. Define what benefits could exist for organization and Town 5. Is this something we need in St. Marys?					
RLMP	Develop an Access Policy to Recreation that is proactive in engaging and supporting marginalized populations.	Approved by Council trial program rolled out for February 2022.	In progress Program is being rolled out beginning February 2022	Andre/Steph	Andrea/Darcy /Jenny/Vanessa	Yes	Finance
RLMP	Develop an online central data source where all programs and services regardless of the provider can be promoted. Use social media, where possible, to cross promote all opportunities.	The following is in place: ActiveNet lists Town offered activities. With things changing to virtual coming out of the pandemic is this required?	Paused until we determine the need		Andrea/Jenny/Vanessa/Darcy/Doug/Amy	Yes	Communications
RLMP	Gather the data required to support the development of performance measures. Report annually to Council and the public and compare results year over year to inform continuous improvement initiatives in community engagement and service delivery.	Rolling this into a Community Services Report Card and will include all initiatives (RLMP, Core Services etc). This will be presented to Council in the fall	Presenting in the fall of 2022	Steph	Steph/Andrea/Jenny/Doug/Darcy Amy/Jen	No	No
RLMP	Explore opportunities to offer the indoor walking program to all residents and expand walking routes to include circulation areas and/or the Community Hall at the Pyramid Recreation Centre to		Paused until after pandemic	Jenny	Darcy/SS Programmers	Yes	No

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
	provide the program on a year-round basis when the arena is in use during the skating season. [Can we make this an outdoor walking program during the pandemic]						
RLMP	Establish an annual youth forum to identify programming gap areas, discuss opportunities to improve recreation opportunities, and other relevant matters related to youth.	Was working on prior to COVID.	Pause until 2023	Darcy	Darcy (involve Youth Council)	Yes	No
RLMP	As a condition of soccer field permitting, require St. Marys Minor Soccer to collect and submit to the Town annual soccer game and practice schedules as well as membership figures to improve accuracy in tracking field usage and demand.	This was communicated to the club pre-pandemic there will need to be additional communication once the pandemic is over	Completed	Darcy	Darcy/Doug/Vanessa	No	No
RLMP	Facilitate regular meetings to engage older adults and seniors to discuss opportunities to become and "Age-Friendly Community" which may involve identifying gaps in programming and services, areas to improve recreation opportunities, and other relevant matters. (No additional dedicated older adult and seniors' services spaces are recommended during this planning period).	Staff will be attending an Age Friendly Community Conference in the Spring of 2022	Research in 2022	Jenny	Jenny/Amy	Yes	All Municipal Departments
RLMP	Working with the St. Marys Curling Association, the Town should take a proactive role in exploring strategies to		Paused will pick back up when programs such as this can	Steph/Darcy	Vanessa	Yes	No

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
	maximize utilization and participation levels by attracting new members, programs, and events. (no additional curling pads are expected to be required during the planning period)		return following pandemic				
RLMP	Obtain volunteer software to offer online volunteer opportunities, provide an online screening process, training and tracking of volunteer hours with a view to increasing volunteerism in St. Marys.		In Progress. This will be a summer project for staff	Jenny	Jenny/Human Resources	Yes	Human Resources/Communications / IT
RLMP	Implement the Parks and Recreation Ontario's High 5 Active Aging quality assurance program as it applies to providing/enabling recreational opportunities to older adults		Paused- waiting on PRO to offer more courses Work is being completed with volunteer roles to ensure all new volunteers follow the High 5 guidelines	Jenny	Jenny, Andrea	No	No
Asset Management Plan	Capital Projects management for 2021 approved items: 1. HVAC unit replacement for RTAC#1, 5, 6, as well as #2 if budget allows 2. Dectron Condenser and Reheat coils replacement 3. Hot water boilers replacement 4. Replace scissor lift 5. Replace bar walk-in cooler equipment	1. Funding approved for units 1, 5, 6 and 2. Tender awarded to Ken Robinson Refrigeration. 2. Work completed by	In progress	Doug	Doug		

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
	6. Blue Rink Scoreboard replacement 7. Replace York HVAC unit 8. Replace kitchen dishwasher 9. Replace skate tile in arena dressing room hallway, one set of dressing rooms and one rink perimeter 10. Lighting upgrade to LED in arena, community centre, friendship centre	Cimco via lowest quote 3. Tender issued to SCT mechanical, to be completed during 2022 shutdown 4. Scissor Lift replaced 5. Cimco completed via lowest quote. 6. Completed by OES 7. Cimco completed via lowest quote 8. Complete 9. On pause, likely defer until 2023 due to lighter use during pandemic 10. Complete					

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
Asset Management Plan	Modernization Projects as part of Providing Modern and Efficient Municipal Services <ol style="list-style-type: none">1. Power Capacitor Bank installed to provide optimal power factor regarding hydro supply into facility2. Refrigeration Controls System upgrade due to obsolete equipment3. Hot water system for ice making replacing obsolete HWT with condensing boiler and other related upgrades.		Complete	Doug	Doug		

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
Asset Management Plan	Determine and receive approval for 2022 Capital projects: 1. Zamboni Replacement 2. Exterior sliding doors Entrance B & D 3. HVAC unit replacement: 4 Engineered Air Units 4. Refrigeration Software upgrade 5. Backup Generator or Upgrade existing plan with supporting infrastructure 6. Replace RO water treatment system for ice. 7. Replace evaporative condenser for refrigeration plant	1. Complete – delivery scheduled for February 7/22 2. Complete 3. Approved for tender process 4. Complete 5. Reorganization of resources from Public Works may see this project as unnecessary. 6. Approved for RFP 7. Approved for tender process	In progress:	Doug			
2021 Priorities	Working with the Community and Social Wellbeing sub-committee, continue to support the development and relaunch of the Town's Community and Social Wellbeing Plan. Specifically, complete a review of the initial tactics deployed by Community Services for social isolation and food security. Relaunch these tactics, adjusting for lessons learned/opportunities for improvement with a goal of		In progress - Ongoing	Jenny	Jenny/Steph/Andrea/Darcy/Amy/Jen/Doug	Yes	Administration, Corporate Services

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
	growing the service delivery approach to expand the population beyond Friendship Centre Clientele to across the community. As a part of the relaunched plan, work with Corporate Services to action the RLMP recommendation to develop an Access Policy to Recreation that is proactive in engaging and supporting marginalized populations (i.e. Council's requested Town-led subsidy program).						
2021 Priorities (cross functional team)	Working with Town Hall, MOC, and PRC supervisory staff, assign staff to participate in a cross functional team to implement a one-window approach to customer service across the organization. More specifically, develop a Customer Service Standard that sets out the minimum and common service levels that will be delivered at each of the PRC, MOC, and Town Hall Service desks. As a part of the standard define the limited number of unique services that will be provided at each location. In developing the one window approach, ensure that tactics to implement the recommendations contained in the KPMG process review are included.	Need update on project?		Sarah	CS team members involved: Jenny/Vanessa/Allyson	Yes	

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
2022 Priorities	Reconvene the Core Services working group and complete a review of the department's existing master planning documents (RLMP, PRC Strategic Business plan, 2019 service delivery review, KPMG) with a goal to developing an inventory of recommendations that remain relevant in the "new normal". Refine the inventory into an action plan to identify short, medium, and long-term tasks to restart the implementation of these plans and communicate the plan to Council. As a part of the action plan, include strategies and tactics to action:	<ul style="list-style-type: none"> Reconvene meetings with PRC Managers. Take the next 6-8 months to evaluate what programs and services look like post pandemic. <ul style="list-style-type: none"> Evaluate all programs and services to see if changes are required Develop plans for services that need modification <p>Make services changes as required</p>	This goal is being rolled into the RLMP goal to be presented in the fall. The RLMP goal is: Gather the data required to support the development of performance measures. Report annually to Council and the public and compare results year over year to inform continuous improvement initiatives in community engagement and service delivery.	Steph	Steph/Andrea/Jenny/Doug/Darcy		
2022 Priority	Quarry: New partnership opportunity with FunSplash inflatable.	<p>Planning and implementation:</p> <ul style="list-style-type: none"> -Set up -Align opening dates & hours -Staff training/recruitment synergies -promotion synergies -Parking solutions -Additional signage -Parton and staff flow -Maximize Activenet for online 		Andrea	Andrea/Doug/Steph	Yes	Public Works?, Communications

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
		registrations, add in SUP rentals -Train lifeguards and canteen on FunSplash operations.					
KPMG Review (Aquatics focus)	a. Leverage the new capacity in the Aquatics Supervisor portfolio to focus on expanding the portfolio post-pandemic expansion of the aquatics portfolio that achieves the goal of the PRC Strategic Business plan for increased patronage, foot traffic, and attendance in aquatics programs.	Communication and marketing plan to promote registration dates and programs Continual evaluation of programs Increase Leadership courses throughout the year Maximize Activenet for communications, registrations, waivers, rentals, contracts Seek grants and partnerships for new programming/supplies		Andrea	Andrea	Yes	

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
2022 Aquatics Priority	b. Transition from the Red Cross learn to swim program to the Lifesaving Society learn to swim	Provide a smooth transition for aquatic staff into the new lifesaving society program. Work with communications to educate swim families.		Andrea and lifeguards	Andrea and lifeguards		
2022 Aquatics Priority	c. Staffing Recruitment/Retention, Sustainability:	<p>Launching a three-prong volunteer program to address staff recruitment and staff efficiency</p> <ul style="list-style-type: none"> - Volunteers for swim lessons preparing youth to become deck ready earlier - Family swim buddy, reduce barriers to participation - Program leader, assist beginning of programs to reduce staff time. <p>Build volunteer base and expand as needed.</p>		Andrea	Andrea		

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
KPMG	Modernize Guest Services to rely more on virtual service rather than in-person service. As a part of this plan, incorporate tactics to implement the recommendations of the KPMG process review related to Event Rentals.		Completed	Darcy	Darcy/Vanessa/Doug/Steph		IT
KPMG Review – Senior Services staffing	A new vision for in-house meal services and be ready to deploy if/when public health restrictions permit the Town’s dining programs to resume.		In Progress and progressing with the Pandemic working on recommendation for the facility kitchen and potential programs offered	Jenny	Jenny		No
KPMG Review – Process Mapping	<p>Develop standards procedures, SOPs, and/or written work processes for the Community Services functions of:</p> <ul style="list-style-type: none"> -event rentals -insurance -kitchen services -bar operations. <p>When developing the standardized work, ensure that solutions to the recommendations contained in the KPMG process review are implemented.</p>	Several processes have been implemented to align with the new software and transition to ActiveNet. Once the facility is fully operational additional new processes will be put in place.	In progress	Steph	Darcy/Vanessa/Andrea/Jenny/Doug/Steph	Yes	No

Source	Direction or Goal	Tasks/Action Items	Status	Project Lead	Team assigned to	Communication Support Req	Department Support Req
Council	Skatepark expansion	<ul style="list-style-type: none"> - Community engagement in schools and community to develop scope - RFP development - Support steering committee in other avenues 	In progress	Darcy		Yes	Public Works, Finance, Communications, IT
Council	Develop a Public Art program	<ul style="list-style-type: none"> - Public Art in CIP - Create Public Art Policy - Formalize Public Art into a committee's TOR for 2022-2026 Council term. 	In progress	Amy		Yes	Building and Planning (CIP) Corporate Services (Finance, Tourism)
	Child Care	<ul style="list-style-type: none"> -Review childcare needs based on the growing need for service and extensive waitlist. -Explore opportunity for study to determine long term needs -Should we remain status quo/consider expansion? 	In progress	Jen	Steph	Yes	Andre

Priority / Project	Goal(s)/Objective(s)	Critical Tasks	Dates	Status
FINANCE				
Annual Financial Indicators Report	Create annual financial indicators report that is provided to Council ahead of their Pre-Budget meeting each year. Include residential tax comparisons and benchmarking.	<ul style="list-style-type: none"> • Create One-page financial indicators KPIs (Key Performance Indicators) • Review draft report with SMT • Review draft report with Council • Develop processes and data to create the report each year • Create Dashboard with new ERP tools 	<ul style="list-style-type: none"> • August 2022 • September 2022 • SPC September 2022 • November 2022 • TBD 	Partial data collection started
Reserve Policy	The Reserve and Reserves Fund Policy will be outlined to promote financial stability and flexibility, smooth expenditures which would otherwise cause fluctuation in the operating budget, and fund known future obligations while adhering to statutory requirements.	<ul style="list-style-type: none"> • Create draft general reserve policy • Draft specifications for each reserve/reserve fund • Engage with internal departments in advance of tabling reserve policy • Table reserve policy with Council • Establish administration processes 	<ul style="list-style-type: none"> • April 2022 • April 2022 • April 2022 • SPC – May 2022 • June 2022 	<p>Draft complete</p> <p>Draft complete</p> <p>To be reviewed by SLT/SMT</p>
Asset Management Plan (AMP) Financial Plan	Update the long-term financial plan related to the AMP to determine the updated funding deficit and the strategies to fully fund the AMP long term.	<ul style="list-style-type: none"> • Update the asset inventory (specifically with growth assets and other missing assets) • Update replacement values • Determine the revised asset management deficit and annual requirements • Create a draft financial plan to fund the asset management over the next 10 and/or 20 years 	<ul style="list-style-type: none"> • August 2022 • August 2022 • September 2022 • November 2022 	

DC Study	Update the Development Charge background study and by-law within the 5-year legislated period.	<ul style="list-style-type: none"> • Procure consultant • Data collection • Development charge calculations and review • Draft Background Study and By-law • DC Public Meeting • Final DC By-law passed 	<ul style="list-style-type: none"> • January 2022 • April 2022 • May 2022 • May 2022 • June 2022 • August 2022 	Complete In-progress, slightly delayed
Donation Policies/Tracking	Create a policy to ensure donations to the Town are properly recorded and expended based on the direction of the donors. Enhance how the Town accepts donations to create more opportunities for public general or specific donations.	<ul style="list-style-type: none"> • Draft a donation process diagram • Create a policy and procedure to guide donations; including annual report • Investigate alternative receipt of donation options • Update our municipal webpages in relation to donations 	<ul style="list-style-type: none"> • November 2022 • November 2022 • November 2022 • January 2023 	
COMMUNICATIONS				
Create and distribute e-Newsletter	Create an e-newsletter to supplement our <i>Stonetown Crier</i> newspaper column (which will move from weekly to monthly) to provide residents with updates on important municipal information.	<ul style="list-style-type: none"> • Review e-newsletters from other municipalities to determine best practices • Create e-news template • Notify Independent/readers of plan to transition to monthly column • Run survey/seek feedback regarding topics people would most like to hear about • Launch e-newsletter • Run promotional campaign to encourage subscriptions 	<ul style="list-style-type: none"> • February/March 2022 • April 2022 • April 2022 • May 2022 • May/June 2022 • June 2022/ongoing 	Complete Complete
Media Training - Corporate	Complete media training with professional consultant; use lessons/resources to	<ul style="list-style-type: none"> • Seek out/arrange professional media training for key staff members 	<ul style="list-style-type: none"> • February 2022 	Complete

	provide in-house media training to senior staff.	<ul style="list-style-type: none"> • Design training session for SMT based on professional training/resources • Complete training session with SMT 	<ul style="list-style-type: none"> • May 2022 • June 2022 	
Public Engagement Strategy	Develop an internal guiding strategy for public engagement. This will be a toolkit that staff can refer to when considering how and when to engage with the public.	<ul style="list-style-type: none"> • Research/consult with other municipalities that have created/employed a Public Engagement Strategy • Develop made-in-St. Marys version based on our priorities and best practices • Roll-out toolkit to Corporation 	<ul style="list-style-type: none"> • April 2022 • July 2022 • August/Sept. 2022 	Ongoing
Annual Public Survey Launch	Develop annual public survey to gauge the effectiveness of current communications tactics; use responses to help determine strategy for the year ahead.	<ul style="list-style-type: none"> • Develop survey, using questions from Corporate Communications Plan survey as examples (answers can be used as a baseline for measurement) • Use promotional campaign to deploy survey to the public • Collect/analyze data; present to SMT and Council 	<ul style="list-style-type: none"> • September/Oct. 2022 • October/Nov. 2022 • December 2022/January 2023 	
INFORMATION TECHNOLOGY				
ERP Implementation	Implement a new Enterprise Resource Planning (ERP) software and redefine many of our internal transactional processes. The objective is to create staff efficiencies and provide management and Council with more timely and accurate data for decision making.	<ul style="list-style-type: none"> • Procure an ERP software provider • Define the scope of what software applications are going to be replaced • Create an internal change management strategy • Perform business analysis, process review, data clean, and data migration • Provide staff training • Go-Live with Phase 1 	<ul style="list-style-type: none"> • Council – April 2022 • May 2022 • May/June 2022 • June – Dec. 2022 • TBD • March 2023 	<p>Scheduled</p> <p>Meetings scheduled</p>

Wayfinding Implementation	Utilizing the Signage & Wayfinding Strategy post an RFP to hire a company for the construction and implementation of the signs.	<ul style="list-style-type: none"> Received funding from the Provincial Tourism Relief Fund to complete the project Hire a project lead/coordinator. Launch procurement process for fabrication, supply, and install of signage Create implementation strategy Complete project 	<ul style="list-style-type: none"> April 2022 May 2022 May 2022 June 2022 December 2022 	<p>Complete</p> <p>Contract position RFP launched</p>
Flats Project	<p>Provide Council with a draft master plan for the re-development of Milt Dunnell Field.</p> <p>Begin 1st Phase of construction to utilize the FedDev Ontario funding.</p>	<ul style="list-style-type: none"> Engagement process conducted with key stakeholder groups Hire landscape architect to assist and create 3 – 5 conceptual plans Continue public engagement, using the conceptual plans Bring engagement recommendations and revised conceptual plan(s) to Council for approval of a master plan Design Phase 1 of construction Receive proper approvals 	<ul style="list-style-type: none"> May/June 2022 May 2022 July 2022 August/Sep 2022 October 2022 	<ul style="list-style-type: none"> Process started with internal stakeholders
Heritage Festival Rebranding	Determine a new look for St. Marys Signature Event. Review the current Heritage Festival and determine if it is suitable or needs to be rebranded and perhaps held at a different time of year.	<ul style="list-style-type: none"> Hosting a scaled down version of Heritage Festival in 2022 Hire professional assistance to create SWOT of current event and create ideas/recommendations for possible rebranding/reimagining of the event Recommend to Council concept for enhanced annual event 	<ul style="list-style-type: none"> June 2022 May 2022 December 2022 	<p>Ongoing</p> <p>RFP Launched</p>

Post Pandemic Economic Development Plan	Complete a review of existing master planning documents related to Economic Development and Tourism with a goal of developing an inventory of recommendations that remain relevant in the “new normal”. Refine the inventory into an action plan to identify short, medium, and long-term tasks to restart the implementation of these plans and communicate the plan forward to Council. As a part of the action plan, include strategies and tactics to action Council's year over year priorities.	<ul style="list-style-type: none">• Survey the business community to determine revised needs and gaps• Create an economic development objective• Create a list of short, medium, and long-term action items• Engage with our internal communication teams to develop engagement strategies for the action items	<ul style="list-style-type: none">• June 2022• August 2022• October 2022• October/Nov 2022	
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2022 HR Priorities

Project Start: 31-Jan-22

Display Week: 1

Task	Assigned to:	Contributing Staff	Progress	Start	End
Training and Development					
1st Aid - First Aid Certification	Rene		50%	4-Mar-22	7-Mar-22
1st Aid - Train the Trainer Certification	Rene		10%	23-Apr-22	30-Jun-22
1st Aid - Staff Certification	Rene		0%	1-Sep-22	30-Oct-22
1st Aid - Staff Recertification	Rene		0%	1-Sep-22	30-Oct-22
Monthly Policy review	Lisa	Rene	16%	31-Jan-22	16-Dec-22
Orientation Refresh -Create Dept. videos	Rene	SMT	0%		
STEAM Peer-to-Peer Learning (4 per year March, June, Sept & Dec)	Rene/Lisa	STEAM	0%	1-Mar-22	31-Dec-22
Policy Review and Development					
Cell Phone	Lisa		0%	22-Feb-22	28-Feb-22
Right to Disconnect Policy	Lisa		0%	1-Apr-22	31-May-22
Recognition - Staff Survey	Rene		25%	1-Feb-22	4-Mar-22

Display Week:

1

Task	Assigned to:	Contributing Staff	Progress	Start	End
Recognition - Present survey data to STEAM. Map out framework	Rene	STEAM/SLT	0%	24-Mar-22	24-Mar-22
Recognition - Policy Creation	Rene	Laura/Emily	0%	25-Mar-22	29-Apr-22
Recognition - Present draft policy to STEAM & SLT/SMT (STEAM to get staff feedback)	Rene/Lisa	All Staff	0%	2-May-22	26-May-22
Recognition - Revisions and Implementation	Rene		0%	27-May-22	17-Jun-22
Meeting Guidelines	STEAM	Lisa/ Rene			
Management by Wandering Guidelines	Lisa	STEAM			
Diveristy Equity and Inclusion					
Create an internal sub-committee (HR + STEAM)	Lisa	STEAM	100%	31-Jan-22	25-Feb-22
Seek knowledge of the broader issues and understanding of how they are presented in our workplace	Lisa	STEAM		TBD	TBD
Engage individuals and groups who have lived experience	Lisa	STEAM		TBD	TBD
Provide baseline training to all staff	Lisa	STEAM		TBD	TBD
Create a charter/ framework to guide our actions and decision making moving forward	Lisa	STEAM		TBD	TBD
Create experiences/events to keep this at the forefront of staff's attention	Lisa	STEAM		TBD	TBD
Review and revise annually	Lisa	STEAM		TBD	TBD

Display Week:

1

Task	Assigned to:	Contributing Staff	Progress	Start	End
Town Branding					
Increase LinkedIn usage				25-Mar-22	28-Mar-22
Staff website testimonials					
Eblast past employees	Dorrie			7-Mar-22	25-Mar-22
Staff Communication					
SharePoint	Lisa	IT		1-Mar-22	30-Apr-22
Encourage and Increase EAP Usage					
Teams Add on	Dorrie	IT		1-Mar-22	30-Apr-22
EAP Lunch and Learns	Dorrie			date	date
HCSA - Explore self administered options (i.e. Soft benefits)	Dorrie			date	date
Health and Safety					
Review (PW) Ergonomics policy and update to include office	Rene/Lisa			1-Jun-22	30-Sep-22

Display Week:

1

Task	Assigned to:	Contributing Staff	Progress	Start	End
Miscellaneous					
Focus on tracking KPIs	Dorrie/Rene		16%	1-Mar-22	31-Dec-22

2022 Library Projects

Project Start:

Tue, 1-4-2022

Display Week:

1

PROJECT	TASK	ASSIGNED TO	PROGRESS	START	END
First Quarter (Jan-Feb-Mar)					
Vacation Approvals	Vacation Approvals and Calendar	Sarah	100%	2-Jan	31-Jan
OLA Conference	Virtual Attendance this year	RW, KL, CM, SB, LM	100%	1-Feb	5-Feb
Staff Performance Reviews	Complete and review with Team Members	Sarah	100%	15-Feb	30-Mar
Food Bank Partnership	Explore Community Cupboard and Friends Fridge Project with Food Bank	Sarah/Friends	30%	1-Mar	30-Jun
Board	March - Self-Evaluation Discussion	Sarah	1000%	15-Feb	3-Mar
Pyramid Pickup Project	Present Project option to the Library Bo Sarah/Rebecca/Kate		0%	7-Apr	30-Apr
Adult Learning	Implement new staffing model	Sarah/Adult Learning Staff	50%	15-Mar	30-Apr
Second Quarter (Apr - May-Jun)					
Board	April - Advocacy Policy	Policy Committee/Sarah	0%	4-Mar	8-Apr
Board	Apr- Review Accessibility Policy	Policy Committee/Sarah	0%	7-Apr	7-Apr
Board	June- Privacy & Access to Info Policy	Policy Committee/Sarah	0%	2-Mar	8-Apr
Board	June - Library & Political Elections Policy	Board/Sarah	0%	7-Mar	7-Apr
Board	Sign MOU between Library & Town	Sarah	0%	15-Jun	15-Jun
Board	June - Policy Review - Recruitment & Selection	Personnel Committee/Sarah	0%	5-May	5-May
Board	June - Review Training Support Policy (Adult Learning)	ALPP/Sarah	0%	7-Mar	5-May
Board	June - Review Standard Policy Practices	Policy Committee/Sarah	0%	11-May	2-Jun
Board	Stategic Plan Approval	Board/Sarah	0%	1-Jun	30-Jun
Self Check	Implement new project	Sarah/Krista/Rebecca	0%	1-Mar	30-Mar
Board	June - CEO Evaluation	Board	0%	2-Jun	2-Jun
Third Quarter (Jul-Aug Sept)					

Display Week:

1

PROJECT	TASK	ASSIGNED TO	PROGRESS	START	END
Board	Budget Preparations	Finance Committee/Sarah	0%	15-Aug	30-Sep
Board	September - Review Programming Policy	Board/Sarah	0%	6-Jun	4-Aug
Board	September - Review Public Internet Use Policy	Board/Sarah	0%	6-Jun	4-Aug
Board	September - Review Board Developer Board/Sarah		0%	8-Aug	1-Sep
Board	September - Review Circulation Policy Board/Sarah		0%	8-Aug	1-Sep
Board	September - Review Intellectual Freedom Board/Sarah		0%	8-Aug	1-Sep
Board	Attend Perth South Council Meeting	Cole & Sarah	0%	1-Sep	15-Sep
Fourth Quarter (Oct - Nov-Dec)					
Staff Performance Reviews	October - MidYear Checkins with Staff	Sarah	0%	1-Oct	30-Oct
Board	November - Collection Development Po	Board/Sarah	0%	5-Sep	3-Nov
Board	November - Orientation for New Board Members	Sarah	0%	15-Nov	30-Nov
Board	November - Review Purpose and Duties of the Board Policy	Board/Sarah	0%	5-Sep	3-Nov
Board	November - Review Respect and Acknowledgement Policy	Board/Sarah	0%	5-Sep	3-Nov
Board	December - Budget Presentation	Finance Committee/Sarah	0%	8-Dec	15-Dec

2022 Public Works – Department Plan Summary

Top priorities for 2022

Status	Initiative Source Operating / Capital / Council Committee	Priority / Project	Goal(s)/Objective(s)	Critical Tasks
Ongoing	Council / Committee	Local Climate Change Implementation Plan	Review the goals, objectives, and recommendations of the GHG Reductions Plan for their applicability to St. Marys. Using this as a base, adapt the recommendations to create a local implementation plan for the Town as an organization.	<ul style="list-style-type: none"> • Create an inventory of the GHG Plan recommendations. • Complete an internal review of the applicability to St. Marys. • Work with Climate Change Coordinator to prioritize recommendations. • Review draft plan with Green Committee, and final review with Council. • Begin implementation.
Not Started	Council / Committee	Traffic Safety Plan	Launching from Vision Concept and Discussion, Development of St. Marys Traffic Safety Plan focusing on known datasets and issues	<ul style="list-style-type: none"> • Defined dialog and data collection with Stratford Police • Intersection by-Intersection review of road network • Review Sightline & Traffic control level • Review Automated Speed Enforcement • Review Automated Traffic Calming program • Pedestrian network linkages & Traffic control level • By-Law Enforcement Recommendations
Ongoing	Operating	Asset Management Plan Update & Action Plan	Develop an asset management action plan and long-term financial strategy to achieve the action plan. Develop a robust asset management data base and develop a proactive 10-year capital plan for corporate facilities.	<ul style="list-style-type: none"> • Define Overall goal & Planning period • Assess for viability given current funding allocations • Identify funding increases or service reductions to meet target goals • Create KPI for annually tracking mechanism / reporting • Seek council approval

Ongoing	2022 Capital	Wellington Street Reconstruction	Full Road Reconstruction between South of Wellington St. bridge and Park St.	<ul style="list-style-type: none"> • Tender / RFP Award • Engage BIA & Stakeholders • Coordinate with Enbridge for Upgrades • Preform Legacy Fuel tank removals in March 2022 • Construction to commence April 2022
Ongoing	2016 Capital	Landfill Expansion Environmental Assessment Landfill ECA Application	Finalize EA submission to MOECC Landfill ECA Works to commence when approval for EA works is received	<ul style="list-style-type: none"> • Complete CKD pile delineation in spring of 2022 • Work with project engineer to finalize comment tables and final volume to amend original submission
Ongoing	2021 Capital	WPCP Environmental Compliance Approvals	Complete ECA for Air approvals for Odor control, Grit removal & Administrative Building upgrades	<ul style="list-style-type: none"> • Work with project Engineering to finalize ECA submission to MOECC
Ongoing	2018 Operating	WPCP – Industrial Waste Surcharge Agreements (IWSA)	Finalize 2018 initiatives to standardize WPCP surcharge agreements with Industry	<ul style="list-style-type: none"> • Final comments received from multi year dialog with industrial users • Update Council as to current project status – SPC Feb • Issue new agreement notices to current IWSA users • Present new agreements to council and execute into By-Law
Ongoing	2022 Capital	T20 – Plow truck replacement	Capital Project Finalize specifications	<ul style="list-style-type: none"> • Finalize Unit specifications • Capital Project process tender & award
Ongoing	2021 Operating	Downtown Patio Policy	Finalize Draft on-street Patio Policy for future occupancy applications	<ul style="list-style-type: none"> • Review 2021 process with Staff for efficiencies and issues • Prepare final Policy for Council approval
Not Started	Council / Committee	Cemetery By-Law revision	Review Service Levels to include Scattering garden option	<ul style="list-style-type: none"> • Research existing service offerings from other municipal cemeteries • Review grave marker options

			<p>Resolution 2020-07-03-05</p> <p>THAT staff investigate the feasibility of a scattering garden at the cemetery during the review of the Cemetery By-law.</p>	<ul style="list-style-type: none"> • Review & modify existing by-law to include new service level • Review existing rate structure and self funded financial projections • Prepare council report with recommendations • Submit by-law for approval from Ministry
Ongoing	Council / Committee	Sidewalk Needs Assessment	Update Needs Assessment	<ul style="list-style-type: none"> • PW 56-2021 THAT the 2020 Sidewalk Infrastructure Review be amended to change the “new sidewalk” prioritization approach to: <ul style="list-style-type: none"> • Prefer “Large Scope” projects rather than annual “Small Scope Projects”; • (Council to include any other changes as they see fit and list below) • THAT staff prepare the draft capital budget to show a large scope sidewalk project on Huron and Maxwell Streets within the 1-5 year priority window; and THAT the 2021 Huron Street new sidewalk addition be included in the future large scope project.
On-Hold	2019 Operating	Textile Recycling	Implement Textile diversion program	<p>On-Hold until Landfill EA approval received from MOECC, to be incorporated into final ECA</p> <ul style="list-style-type: none"> • design works for facility layout
Pending staff time availability	2021 Council / Committee	Tree Donation Plaque Recognition	Detail historical programs and recommend path forward	<ul style="list-style-type: none"> • Inventory Existing programs • Research / Develop path forward for recognition programs, memorial service life? Duty of Maintenance • Prepare staff report

Ongoing	2021 Council / Committee	<p>Road Condition Assessment</p> <p>Update PCI for road condition</p>	<p>THAT PW 57-2021 Road Condition Assessment and Pavement Management Program be received; and</p> <p>THAT the Strategic Priorities Committee recommends to Council:</p> <p>THAT the following changes be proposed for the pavement management program, with a report back from staff on the implications of each:</p> <p><input type="checkbox"/> Service Level: The preferred Pavement Condition Index be targeted at Good.</p> <p><input type="checkbox"/> Funding Level:</p>	<ul style="list-style-type: none"> • Schedule Road Scan vehicle • Review updated dataset • Prepare council information report
Ongoing	2021 Council / Committee	Cross Border Servicing Moratorium	<p>Resolution 2021-08-24-24</p> <p>THAT Council refer PW 55-2021 Cross Border Utility Servicing staff report to a future meeting of the Strategic Priorities Committee for further discussion; and Regular Council - August 24, 2021 12</p> <p>THAT Council implement a moratorium on considerations of new requests for cross border servicing.</p>	
Complete	2021 Council / Committee	Snowmobiles Restriction	<p>Resolution 2021-11-09-07</p> <p>THAT the correspondence from George Harrod regarding a request for action related to snowmobiles be received; and</p> <p>THAT Council supports the following recommendation from the Community Policing</p>	<ul style="list-style-type: none"> • Prepare Traffic By-Law revisions for trails and naturalized area restrictions • Staff report – Council Approval • Develop / Implement Communications Plan • Develop / Implement Signage Plan • Implement local snowmobile club engagement plan

			<p>Advisory Committee on the matter:</p> <p>THAT Council directs staff to work with the Stratford Police Service to create an enforcement plan in St. Marys for snowmobiles with a report back to Council no later than January 2022</p>	
Ongoing	2021 Council / Committee	Forestry Management Plan - Implementation	<p>Resolution 2021-11-09-11 THAT Council accepts the following recommendations from the Green Committee related to forestry management for both public and private properties:</p> <ul style="list-style-type: none"> • Develop education campaigns related to forestry management for both public and private properties; • Develop subsidized tree programs for private property; • Amend the Forestry Management Plan's "Appendix E: Tree Planting Locations" to consider existing residential areas with a reduced amount of shading; • Amend Section 2.3 of the Town's Forestry Management Plan to include more robust language regarding the circumstances under which trees can be removed on public property; and 	•

			<ul style="list-style-type: none"> • Staff report back on an amount to be input to the 2022 draft budget for a subsidized tree program; and • THAT Council request the Green Committee to investigate and report back on the initiatives as recommended; 	
Ongoing	2021 Council / Committee	Review Current and proposed Naturalization Areas	Expanding on Meadowridge park project - Identify new areas for tree donation monies,	<ul style="list-style-type: none"> • Aligns with Forestry Management Plan – Implementation • Inventory current project fill rate at Meadowridge park • Identify new areas both public or privately owned that could offer long term naturalization solutions – buffer lands of Landfill or St. Marys Cement
Ongoing	2022 Council / Committee	PRIDE Recognition Program	Develop Downtown Banner program	<ul style="list-style-type: none"> • Secure Pride Banner Art Work – Vector Files • Issue Quotation for Supply • Staff Report to Council as to Layout, Schedule and Design
Pending	2022 Capital	Inflow and Infiltration Program	CCTV inspections and lateral condition assessments and locates in the Robinson Drainage area + a few main line spot repairs	<ul style="list-style-type: none"> • Identify 2022 program areas • Engage contractor for targeted inspections • Complete repairs as required • Work with property owners for diversion to grade or installation of PDC connections
Ongoing		Winter Maintenance Sidewalk Staking Program	Expand current sidewalk staking program to minimize sod damage repair efforts in spring	<ul style="list-style-type: none"> • Additional stakes to be installed fall of 2021, • Review damages in Spring of 2022, • Determine if fall efforts paid dividends
Ongoing	Operating	Fleet Review	Complete Analysis of current Fleet needs in contrast to internal service level.	<ul style="list-style-type: none"> • Receive new L30 pickup from 2020 tender award • Complete Utilization Analysis • Report to Council regard current needs • Update Capital Plan schedule in mitigate capital funding requirements

				<ul style="list-style-type: none"> Update Unit rate hourly charges for Fee – By-law Integrate future Climate Change Action Plan Recommendations
Ongoing	2020-2021 Capital	2020-2021 Asphalt Mill and Pave Capital Works	Complete Capital works from 2020 & 2021 for asphalt mill and pave	<ul style="list-style-type: none"> Branko Contracting scheduled for spring 2022 start To be completed by June 2022
Not Started	2022 Capital	2022 Asphalt Mill and Pave Capital Works	2022 Asphalt Mill and Pave Asphalt Mill and Pave	<ul style="list-style-type: none"> Identify area of needs post road scan Tender and or Defer to be coupled with 2023 works for economy of scale.
Not Started	2019 Capital	Dam Repairs Project Update	Complete Information report for council regarding dam repairs and proposed timeline for completion	<ul style="list-style-type: none"> Receive tech memo from Project Engineer Update Capital schedule Prepare information report for Council w/ update schedule
Ongoing	2021 Capital	Park St. Bridge	2021 project - Park St. Bridge rehabilitation	<ul style="list-style-type: none"> Tender / Agreement completed & Executed Scheduled for Spring 2022 start
Not Started	2022 Capital	L05 – UTV Vehicle	Capital Replacement of L05 UTV	<ul style="list-style-type: none"> Analysis of current needs vs current unit Tender creation w/ update specifications Tender close & Council Award
Ongoing	2021 Council / Committee	Widder St. East Secondary Access	Widder St. East – Secondary Access – Options	<ul style="list-style-type: none"> Complete negotiations with existing property owners Establish ownership of existing lane Report back to Council with viable options
Ongoing	2021 Council / Committee	Pollinator Garden	Expansion of Pollinator Garden for 2022	<ul style="list-style-type: none"> Complete TD Grant Funding If received coordinate with UTRCA for plantings and installation timeline. Spring / Summer installation.
Ongoing	Operating	Storm Water Maintenance	Develop scope for annual operational maintenance of municipal sections Storm Water collection system	<ul style="list-style-type: none"> Engage Drainage Engineer for joint Maintenance of municipal drain James St. South Drainage Works, Birches creek, South of St. Marys Cemetery
Ongoing	2022 Capital	Queen St. Guard rail	Queen St. Guard rail capital replacement – CN Overpass	<ul style="list-style-type: none"> Tender completed Tentatively scheduled for April 2022
Not Started	2022 Capital	Sarina Bridge Repairs	Replacement of Rotten planks on Sarina Bridge	<ul style="list-style-type: none"> Determine if works can be completed internally via public staff

Pending	2022 Capital	Water St. Bridge	Replacement of Wear course on Water St. Bridge & Paint touch ups	<ul style="list-style-type: none"> Determine repair requirements with original OEM supplier of SPS decking
Pending	2022 Capital	Church St. Retaining Wall	Repairs to block wall due to water / salt damage	<ul style="list-style-type: none"> Investigate / develop repair procedure to meet expected life cycle of block wall
Not Started	2022 Capital	Wellington St.	Design works , road reconstruction Parks St. to St. Maria – Full road reconstruction	<ul style="list-style-type: none">
Pending	2022 Capital	WPCP Capital Maintenance	-Centrifugal Pump Rebuild -Clarifier Weir Replacement -Clarifier Rake Painting -Raw Sewage Fan -Chemical Metering Pump -Raw Gate Valves	<ul style="list-style-type: none"> Procurement and Project Admin via OCWA operational contract
Ongoing	2022 Capital	WPCP Capital Maintenance	-Steam Boiler Replacement	<ul style="list-style-type: none"> Replacement with OEM unit for Lystek process
Pending	2022 Capital	WPCP Capital Maintenance	-Electrical System Evaluation	<ul style="list-style-type: none"> Service life of Electrical Components, identify end of life Capacity Evaluation of Internal Distribution
Ongoing	2022 Capital	Inflow and Infiltration	-Sanitary CCTV Inspection and Repairs where possible	<ul style="list-style-type: none"> CCTV Inspection of Sanitary Collection Capital Work Areas & Widder St. – Ontario St. N
Ongoing	2022 Capital	Water Distribution Network	-Carling St. – Watermain Design Works	<ul style="list-style-type: none"> Engineering Design works of replacement of watermain on Carling Street South of CNR Railway
Pending	2022 Capital	Well 1 Building Upgrades	-Replacement of roofs on Treatment and Pump structures	<ul style="list-style-type: none"> Asphalt shingle replacement and façade updates
Pending	2022 Capital	Water Well Distribution Capital Upgrades	-Well #3 – Water Supply Valve Replacement -Well #2 - Rotometer Replacement	<ul style="list-style-type: none"> Procurement and Project Admin via OCWA operational contract
Pending	2022 Capital	Water Distribution Valve Replacement Program	-Replacement / Maintenance of water valves as identified by turning / inspection program	<ul style="list-style-type: none"> Annual Joint project between OCWA and Public Works Staff for excavation and repair
Pending	2022 Capital	Jones St. Parking Lot	Installation of streetlight fixtures	<ul style="list-style-type: none"> Increase illumination levels of parking lot

Pending	2022 Capital	Columbarium Expansion	-Add two additional columbarium wall features	<ul style="list-style-type: none"> • Additional 128 Niches spaces, (64 Niches Each)
Pending	2022 Capital	Fleet Radio Upgrades	-Installation of repeater radio relay unit in water tower to improve range and coverage	<ul style="list-style-type: none"> •
Pending	2022 Capital	Winter Fleet AVL Upgrades	-Joint project with Perth County Peers, standardize GPS records	<ul style="list-style-type: none"> • Upgrades for winter vehicle AVL tracking
Pending	2022 Capital	UTV Replacement	-Replacement of UTV inspection vehicle	<ul style="list-style-type: none"> • Used for annual sidewalk & trail inspections • Cemetery Operations

FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Brent Kittmer, Chief Administrative Officer
Date of Meeting:	19 April 2022
Subject:	ADMIN 20-2022 Public Disclosure re 14 Church Street N and Next Steps for the Downtown Service Location Review Project

PURPOSE

The purpose of this report is to provide a public disclosure of the details of the Town's purchase of 14 Church Street North (referred to as the Mercury Theatre throughout this report).

In addition, staff are seeking the following direction from Council regarding the next steps of the Downtown Service Location Review project:

- Confirmation of the project service delivery model, in particular, the use of a public participation process via a Steering Committee. If approved, the composition of the Steering Committee will be discussed at a future meeting.
- Determination of the timelines for the interior demolition and shoring up of the building.

RECOMMENDATION

THAT ADMIN 20-2022 Public Disclosure re 14 Church Street N and Next Steps for the Downtown Service Location Review Project be received; and

THAT the Strategic Priorities Committee recommends to Council:

THAT staff be directed to develop and report back with a draft terms of reference for a public led Steering Committee for the Downtown Service Location Review project; and

THAT the interior demolition and structural works for 14 Church Street North **proceed immediately OR be deferred to the 2023 capital budget.**

BACKGROUND

On February 16, 2022 the Town of St. Marys closed an agreement of purchase and sale to become the owner of 14 Church Street North (also known as the "Mercury Theatre"). The purpose of this report is to serve as a public report out of the details of the purchase, and to facilitate a discussion by the Strategic Priorities Committee regarding the next steps in a project to review municipal service locations within or near the downtown.

Strategic and Operational Needs for Space:

The Town has invested in a number of strategic and master planning documents that articulate a need for the Town to invest in space in the downtown core for strategic reasons. These include:

- 2017 Strategic Plan:
 - Balanced Growth/Culture and Recreation/Economic Development

Business Attraction, Retention and Expansion

- ➔ Identify vacant spaces to host entrepreneurs and create an inventory.
- ➔ Use vacant space in the downtown for entrepreneurs.
- ➔ Create a shared service centre for new business and to support retention activities.

Downtown Revitalization

- ➔ Seasonally, rent storefront space in the core for Tourism and Economic Development Staff.
- ➔ Create a permanent tourism hub/office in central location.
- ➔ Promote local theatre and arts in the core by making an investment in space and programming.
- ➔ Investigate opportunities to invest in space in the core to further promote and expand local arts, culture, and theatre.

Incubators

- ➔ Research the possibility of introducing business incubator(s) as part of the industrial strategy, including potential partners, budget, utilizing existing facilities, governance model etc.
- ➔ If feasible, create a policy and budget to launch a municipal incubator. Develop a sectorial focus for its activities.

- **St. Marys Public Library Space Needs Study**

- The Library currently has available space of approximately 5,300 square feet (1,000 square feet basement, 4,300 useable square feet first and upper floor). Based on population and usage, the current need for space based on industry standards is closer to 9,000 square feet. As the community grows, the 20-year space need projection is approximately 10,500 square feet.
- To address the community needs and to ensure the Library's success in the present and future, three key points were identified in the Space Needs Study:
 - ➔ To comply with accessibility requirements and maintain collection and services the library requires more usable floor space for programs, storage, and workspace.
 - ➔ There is pent-up demand for programs for youth, adults, and seniors.
 - ➔ The presence of SMPL as an anchor tenant in the downtown is crucial to a revitalized downtown.

From an operational perspective, additional space in the downtown core could be used for the following services:

- **Police Space:** The continued summary feedback from the police is that the 600 square feet of space they occupy at Town Hall is adequate for the routine day to day uses that they need (i.e. reporting, lunchroom, small meeting space, etc.). However, if there was an opportunity for more space, the police would like the ability to have at least one confidential office.
- **Adult Learning:** Adult Learning currently sub-lets space from Partners in Employment (PIE). Over the last few years PIE has made it known that the lease for the space may end. If this were to occur, a new space for Adult Learning would need to be found.
- **Service Ontario:** The term of the initial contract is 2 years, but Ministry of Government and Consumer Services staff have indicated that the Town is a community where an in-person bricks

and mortar location could be justified long term. It is the Ministry's preference that the service be co-located in an existing Town-owned space. It is the Town's preference that Service Ontario be offered near the downtown core.

Rationale for Purchasing the Mercury Theatre:

This property is located directly across from the Town Hall and the Library and represents a unique opportunity for the Town to own given its proximity to Town Hall and the Library and given the Town's space needs in the downtown core. Purchasing the property was a strategic move for the Town to implement some or all the described space needs under a campus hub model.

The property has sat vacant and unused since 2006 and requires significant renovations to be occupied. Given the amount of renovation work that is required to the building and the costs involved, there is no guarantee that the building won't remain vacant for a long period of time. It is not likely that a small business operator could purchase the building and have the capital to have the property renovated and reopened in a timely fashion.

The Town is one of the best positioned owners of the property because it has sufficient resources to take on the renovation of a heritage building. The Town also can take the time needed to get the project right without having to worry about a lost profit margin. In addition, purchasing the property sends a strong message that the Town is invested in downtown revitalization. Having services located in the core brings traffic into the downtown.

Purchase Details:

The Town's full cost the purchase the property was \$286,092.10 as outlined in the "Financial Implications" section below.

The Town had one condition on the purchase which was to have it inspected by a structural engineer. This work was completed, with the engineering review concluding that the structural components of the building can generally be reused. This comes with the understanding that, given the age of the building and lack of maintenance over the years, some works will be required to shore up the building.

After the purchase was complete, the Town commissioned a Designated Substances Survey of the property to have a better understanding if the building will require abatement efforts during any construction. The DSS was completed by Golder with a favorable result: asbestos was not detected; some lead paint was found which will be disposed of safely; and materials mercury and PCBs are likely to exist in trace amounts in lights and ballasts.

REPORT

Moving forward, the Mercury Theatre will be incorporated into a larger Downtown Service Location review project. In late 2021, the Town applied for and received a grant totalling \$50,880 under Phase 3 of the Municipal Modernization Program to hire a consultant to facilitate the project.

Project Goal: Overall, the goal of the project is:

- To create vibrant municipal spaces within the downtown core that are available for the public to access, and that support the Town's strategic goals.
- To create internal capacity, efficiencies, and synergies by grouping common services and staff together,
- To create efficiencies for patrons accessing Town services in the downtown core.

Project Scope: In terms of scope, this project is being pursued as an extension of a Phase 1 Organizational and Administrative Process review completed in 2020 by KPMG. The KPMG review recommended:

- That the Town develop a customer service standard, and

- Further recommended that the Town review and decide which of its services would be offered at each municipal service location.

In the project that's being proposed, a consultant will be hired to facilitate a Steering Committee's review of the Town's existing service points in and around the downtown core. The end state of the review will be a service organization and logistics plan that recommends how programs, services, and staff are deployed and how spaces are used at Town Hall, the Mercury Theatre, the Library, and the Train Station. Using the final report, the Town will then have the ability to hire an architect to design any of the necessary modifications at each of the four locations to implement the Council approved recommendations from the Steering Committee.

To move this project forward, staff require the Strategic Priorities Committee to consider two key discussion points: (1) the delivery model for the project and, (2) related to the timing of the initial works that are required for the Mercury Theatre.

Discussion #1 – Project Delivery Model

As noted, the Town will be hiring a consultant to facilitate the work of project Steering Committee as it works through the Downtown Service Location Review. In most Town projects, steering committees are internal committees with and/or without Council representation assigned (depending on the project).

However, the Town has had good success incorporating direct public participation on steering committees for large community projects. The vision for this project is that the Town will implement a collaborative public process to complete the work and develop recommendations to Council regarding the future uses and services to be incorporated into each of the four municipal locations referenced above.

The role of the consulting firm hired will be to develop and coordinate a thorough internal and external engagement process to determine the needs and wants for the uses to be located at each of the locations. The ideal consulting firm will also have architects on staff because this form of advice will be helpful to the work of the Steering Committee.

The role of the Steering Committee will be to prioritize the needs and wants of all stakeholders, to review and evaluate options to accommodate the short-listed priority uses for the four locations, and to make a recommendation to Council on a preferred service organization and logistics plan for the four locations.

NOTE: Staff are not asking Council to debate the composition of the Steering Committee today. If Council approves the public participation project delivery model, staff will report back quickly with a draft terms of reference. In that future staff report, Council will need to determine the final composition of the steering committee. It is expected that the committee will have members representing a wide range of stakeholders, including:

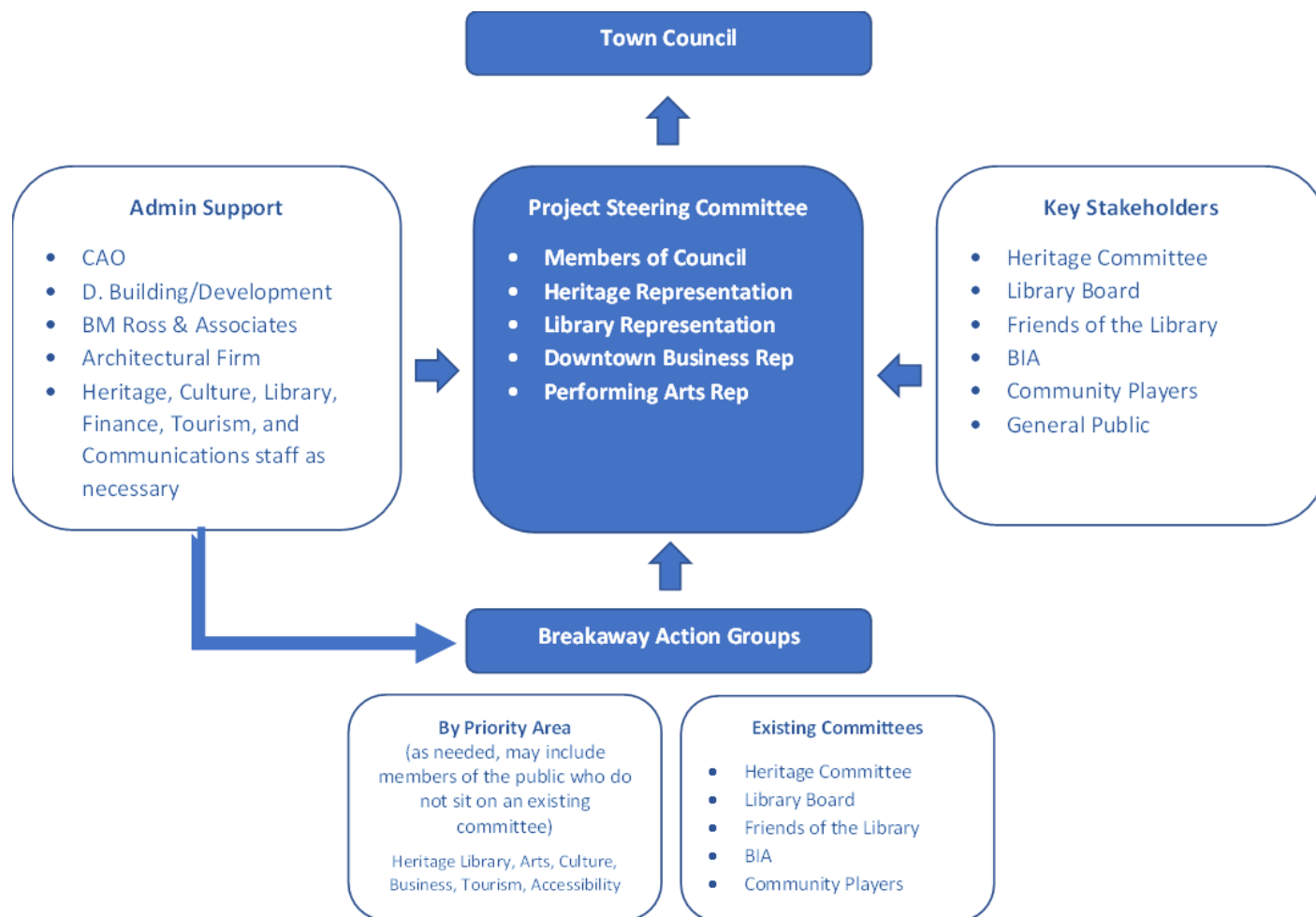
- Council;
- The Heritage Committee, or a member of the public with an understanding of heritage and cultural buildings;
- The Library Board, or a member of the public with an understanding of Libraries and their space needs;
- The BIA, or a member of the public with an understanding of business incubators and their space needs;
- A member of the public representing the local performing arts and culture community (i.e. Community Players, etc).

Members of the steering committee would be responsible for articulating the needs and wants of the areas and interests they represent. Based on experience, each committee member may need a sub-

committee specific to their area of interest. Ideally, these sub-committees would be established Council committees (i.e. Library committee member reports back to the Library Board, who provides the input for their Steering Committee member to share).

At the staff level, support for the Steering Committee will come through the CAO and the Director of Building and Development. As the work of the Steering Committee proceeds, it is envisioned that other Town staff who normally support each of the primary interest areas (i.e. Library, heritage/culture, business, tourism, finance etc.) will provide support to the Steering Committee on an as needed basis.

A figure showing the concept of this project delivery method is shown below:



Key Questions for the Committee: Do you wish to have this project delivery model proceed? Are there any changes that you want to see?

Discussion #2 – Project Timelines

The key steps in the project are contemplated as follows:

- In a parallel process:
 - Determine the terms of reference for the project steering committee, canvas for members, and strike the committee.
 - RFP for a consultant who will facilitate the internal and external engagement process, facilitate the review of wants and needs with the Steering Committee, and develop final recommendations to Council
- Demolish the Mercury Theatre building back down to its shell, shore up building.

- Complete an architectural design of all building modifications to accommodate the location uses that are ultimately decided upon, tender, and then begin the process of renovations.

Key Questions for the Committee: In terms of timeline, the process for procuring a consultant to facilitate the review portion of the project will happen immediately. There is a granting deadline of March 31, 2023 that is in place for the final consultant's report to be completed.

In terms of the interior demolition of 14 Church Street North, there is nothing in the 2022 capital budget to provide for this work to occur immediately. This work was purposely omitted from the budget as the Town's timeline to purchase the building was not known in the fall when the capital budget was developed. As noted in the Financial Implications below, the 2022 cost of this work is forecasted to be in the order of \$200,000. If approved to proceed, this unbudgeted project would be funded from reserve.

Staff are requesting the Committee to consider their preferred timeline for the interior demolition to occur. The advantage of completing this work today is that it will allow for final structural inspection of the building to occur and allow for structural works to be completed to the building to shore it up. A disadvantage of proceeding immediately is the highly volatile construction market. It is not known how this project will be impacted by current market conditions, but also, it is not known if the Town would receive more favorable pricing by delaying for a year.

If the Committee was to direct staff to proceed with interior demolition immediately, the project timelines for the Downtown Service Location review and subsequent construction projects could be:

Project Milestones	
April 19	Council decision on project model
May	Approval of governance formalities
June/July	Procure consultant to support steering committee Appointment process for steering committee Engineering site work to develop tender for interior work
August	Call first meeting of steering committee Tender for interior demolition and shoring-up
September	Award interior demolition and shoring-up contract
Q3 2023	Submit design options to Council for decision
2024/2025	Complete interior renovations
2025/2026	Open building to the public

FINANCIAL IMPLICATIONS

Property Purchase

The Town's offer to purchase 14 Church Street North was a purchase price of \$250,000 and \$32,503.05 in outstanding taxes would be forgiven. The total cost to the Town after legal, disbursements, and 2022 taxes owed by the vendor were credited back to the Town was \$286,092.10.

Interior Demolition and Shoring-Up of 14 Church Street North

The following cost projection has been created for the interior demolition and necessary works to shore up the building. Construction costs that were initially estimated in 2021 have been inflated by 10% to reflect the average cost increases the Town has experienced in 2022 tenders.

Interior Demolition & Minor Abatement	\$ 110,000
Structural Works Identified	\$ 27,500
Contingency Carried for Works (15%)	\$ 20,625
Engineering and Contract Admin	\$ 35,500
TOTAL Projected Costs	\$ 193,625

It is important to keep in mind that costs in the construction industry continue to be highly variable and the costs above could fluctuate, especially if additional repairs are required to the building once all the structural elements have been exposed after demolition.

SUMMARY

The Downtown Service Location review presents a unique opportunity for the Town to create vibrant municipal spaces within the downtown core while also creating efficiencies in Town operations and our patrons customer service experience.

Staff are seeking the following direction from Council regarding the next steps of the Downtown Service Location Review project:

- Confirmation of the project service delivery model, in particular, the use of a public participation process via a Steering Committee. If approved, the composition of the Steering Committee will be discussed at a future meeting.
- Determination of the timelines for the interior demolition and shoring up of the building.

STRATEGIC PLAN

☒ This initiative is supported by priorities, outcomes, and tactics in the Strategic Plan as outlined in the “Background” Section of this report.

OTHERS CONSULTED

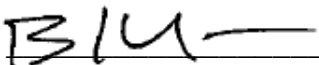
Senior Management Team

ATTACHMENTS

None.

REVIEWED BY

Recommended by the CAO



Brent Kittmer

Chief Administrative Officer



FORMAL REPORT

To: Chair Stratthdee and Members of Strategic Priorities Committee

Prepared by: Ray Cousineau, Facilities Manager

Date of Meeting: 15 March 2022

Subject: **DEV 11-2022 Town Hall First Floor Renovation**

PURPOSE

To inform Council of the three (3) options for the Town Hall First Floor Renovation and to have Council create a Design Committee to oversee the details of the project.

RECOMMENDATION

THAT DEV 11-2022 Town hall First Floor Renovation report be received; and

THAT the Strategic Priorities Committee recommends to Council:

THAT Council approves Design Concept #2 to proceed to detailed design; and

THAT Council create a Design Committee to oversee the design of Design Concept #2 “Remodel First Floor”; and

THAT Councillors _____ and _____ be appointed to the Design Committee.

BACKGROUND

The last renovation to the Council Chambers and the 1st floor of the Town Hall was completed in the 1989/1990. The interior has been maintained over the years, but the space is showing its age and is not update to date as we can be with technology. In the 2022 Budget process a project was approved to renovate the Council Chambers and bring the space into today and tomorrow’s needs.

REPORT

The purpose of this report is to present Council with three proposed design concepts for this project, and to give direction to staff on the preferred concept. Staff recognize that considering the Town Hall 2nd floor renovation project can get complicated given the crossover that may occur with the Downtown Service Location Review Project.

To help simplify the discussion and the development of design concepts, staff have made three key assumptions:

1. Regardless of what happens during the “Downtown Service Location Review Project”, Council Chambers will not move from its current location. Staff feel this is a safe assumption given the already high interest and number of ideas that stakeholders have for the interior uses of the Mercury Theatre.
2. Council will be less transit with moving of locations for larger attended meetings due to the set up/take down of Council Chambers and the IT requirements needed for meetings post COVID (cameras, microphones, etc).

3. The renovation of the Council Chambers is first and foremost the priority, staff location / office space is secondary.

Staff have met and discussed options for the space taking into consideration staffing, Council, and the public's requirements for the 1st floor of Town Hall have developed on three (3) conceptual options for the renovation:

1. "The Make Over" – keep the Council Chambers and the 1st floor layout, with the addition of a wall to permanently separate the "photocopy room" to create a universal workspace/meeting room. Update the flooring, lighting, hot water rads and paint. Install better electrical and IT equipment to improve Council Meetings
2. "Remodel 1st Floor" – this includes moving the washrooms to the existing Payroll/HR office area. Removal of the wall between the existing washrooms and the Council Chambers and creating an office in the photocopy room area.
3. "Move Council to the Auditorium" – this includes renovating the Auditorium to allow for Council and performances to co-exist. Installation of washrooms under the balcony overhang. Improve HVAC. Designing Council tables etc to fold away under the stage keeping the space as flexible as possible

Concept 1: The Make Over

This option would keep the physical area of the Council Chambers the same but include a wall installed between the photocopy room and Council Chambers. This room would double as a "hot desk" workstation room for staff and a photocopier room. The colors of the room would be updated including walls, trim and flooring. Power and media lines would be run throughout the Council Chamber to ensure power and media access was readily accessible. Council Chamber furniture would be updated. All floors, walls and lighting would be updated throughout the second level of Town Hall. This option would create five (5) offices with room for eight (8) staff members including the Mayor. There would still be 3 washroom facilities.

Total occupant load created in Council Chambers: Council – 7, Staff – 5, Public – 28, for a total - 40

Pros

- Lowest cost to the town.
- Least disruption to existing infrastructure in the building
- No disruption to outside groups such as Community Players
- IT infrastructure would be set up properly for recording and hosting Council Meetings
- Creates common workspace of overflow of staff.

Cons

- Council Chambers is the same size, does not address concerns for larger attended meetings with ample spacing of people.
- Access to the room is in the middle makes it hard for delegations to come and go without disrupting the meeting.
- Displaces Council during construction

Concept 2: Remodel 1st Floor

This option includes moving the washrooms to the Payroll/HR office creating one barrier free washroom with four (4) facilities, an office and a storage area. The existing washroom space would be opened to the Council Chambers allowing for more seating and access to the room from the rear of the room. The photocopier room would be turned into an office. Walls and trim would be painted throughout the second level of Town Hall. Electrical, lighting and media would be updated. Floors would be updated to vinyl

tile. Council Chamber furniture would be updated. This option would create five (5) offices with room for six (6) staff members including the Mayor. There would be four (4) unisex washrooms, with one of them being barrier free and a storage area.

Total occupant load created in Council Chambers: Council – 7, Staff – 5, Public – 40, for a total - 58

Pros

- Create easy access to the Council Chambers for the public,
- Creates 1 barrier washroom with four (4) facilities that are built to current building code standards,
- The larger Council Chamber allows for larger attended meetings
- No disruption to outside groups such as Community Players because it should avoid the need to shift large Council meetings to the second-floor auditorium.
- IT infrastructure would be set up properly for recording and hosting Council Meetings
- Creates an office in photocopier room area
- Ability to create a “green room” for Community Players separate from the Council area for outside user groups
- The creation of a unisex universal washroom and three unisex washrooms giving one additional washroom.
- Creates opportunities for a more flexible space.

Cons

- More costly than Option 1
- Area of existing bathroom has HVAC & duct work in ceiling so the expanded room would have two (2) ceiling heights
- Need to relocate plumbing for new washrooms
- Displaces Council during construction
- May require a budget variance

Concept 3: Move Council Chamber to Auditorium

This option would move the Council Chambers upstairs to the Auditorium. The Council Chamber furniture would be manufactured to fit under the stage or fold away during Auditorium bookings. Washroom facilities would be built under the balcony in the Auditorium area. The existing Council Chambers would be renovated into either office space or meeting space. No changes to existing offices and washrooms on 1st floor. This option would create five (5) offices with room for eight (8) staff members including the Mayor. There would still be seven (7) washroom facilities and a large meeting room or 2 smaller meeting rooms in old Council Chambers.

Total occupant load created in a new Council Chambers: Council – 7, Staff – 5, Public – 46, for a total - 58

Pros

- Create easy access to the Council Chambers for the public using elevator access from outside.
- Creates 2 Universal washrooms that are built to 2022 standards plus 3 original washroom facilities
- Creates a meeting area/office area in old Council Chambers
- The larger Council Chamber allows for larger crowds
- IT infrastructure would be set up properly for recording and hosting Council Meetings

Cons

- Once washrooms are built, the floor space is not much larger than original Council Chambers
- More costly – plumbing for washrooms run upstairs
- Reduces availability of Auditorium for rentals and Community Players
- No HVAC control of the Auditorium space. Will rely on radiator heat and ceiling ventilation & windows for cooling or installation of HVAC unit would be required to have Heating and Cooling.
- Bathrooms will reduce capacity for Community Players shows and public Concerts
- Custodial Costs will increase with the Auditorium being used weekly instead of occasionally
- Additional Storage will be required to store Community Players chairs and furniture and Council furniture as it won't all fit under the existing stage.
- Storage under the stage is limited due to the high ceiling in the existing Council Chambers. The Auditorium floor extends under front of stage but then elevation changes by approximately 2ft to accommodate Council Chamber ceiling.
- Will require a budget variance

FINANCIAL IMPLICATIONS

The 2022 Capital budget includes \$80,000 for this project. This budget was developed assuming a scope of work consistent with Option #1 described in this report. As noted, as staff have discussed this project different concepts for the scope of work have been developed, and the associated budget projections for each is below. These are qualified with the understanding that constructions process can fluctuate and be difficult to predict at the moment:

Item	Option #1		Option #2		Option #3
Design Work	\$2,000		\$5,000		\$15,000
Paint (Main Floor)	\$30,000		\$30,000		\$30,000
Flooring (Main Floor)	\$30,000		\$30,000		\$30,000
IT/Hardware/Electrical	\$6,000		\$10,000		\$15,000
Wall Removal (Council Chamber & CAO Office)	\$0		\$3,000		\$0
Wall Install	\$1,000		\$1,000		\$1,000
Washroom Installation (including fixtures)	\$0		\$30,000		\$30,000
Furnishings (Council Chambers)	\$5,000	\$30,000	\$5,000	\$30,000	\$35,000
HVAC (Auditorium)	\$0		\$0		\$100,000
Flooring (Auditorium)	\$0		\$0		\$5,000
Paint (Auditorium)	\$0		\$0		\$20,000
Subtotal	\$74,000	\$99,000	\$114,000	\$139,000	\$286,000
5% Contingency	\$4,000	\$5,000	\$6,000	\$7,000	\$15,000
Total	\$78,000	\$104,000	\$120,000	\$146,000	\$301,000

SUMMARY

The purpose of this report is to present Council with three proposed design concepts for this project, and to give direction to staff on the preferred concept.

Option	Pro	Con
Option #1 The Make Over Approx. Capacity Council – 7 Staff – 5 Public – 28 Total - 40	<ul style="list-style-type: none"> • Lowest cost to the town. • Least disruption to existing infrastructure in the building • No disruption to outside groups such as Community Players • IT infrastructure would be set up properly for recording and hosting Council Meetings • Creates common workspace of overflow of staff 	<ul style="list-style-type: none"> • Room is the same size, does not address concerns for larger attended meetings with ample spacing of people. • Access to the room is in the middle makes it hard for delegations to come and go without disrupting the meeting. • Displaces Council during construction
Option #2 Remodel 1 st Floor Approx. Capacity Council – 7 Staff – 5 Public – 46 Total - 58	<ul style="list-style-type: none"> • Create easy access to the Council Chambers for the public with new door where existing men's washroom door is currently. • Creates 1 Universal washrooms with four (4) facilities that are built to current building code standards • The larger Council Chamber allows for larger attended meetings • No disruption to outside groups such as Community Players when Council meeting needed to shift to the second-floor auditorium. • IT infrastructure would be set up properly for recording and hosting Council Meetings • Creates an office in photocopier room area • Ability to create a "green room" separate from the Council area for outside user groups • The creation of a unisex universal washroom and three unisex washrooms giving one additional washroom. • Creates opportunities for a more flexible space. 	<ul style="list-style-type: none"> • More costly than Option 1 • Area of existing bathroom has HVAC & duct work in ceiling so the expanded room would have two (2) ceiling heights • Need to relocate plumbing for new washrooms • Displaces Council during construction
Option #3 Move Council Chamber to Auditorium	<ul style="list-style-type: none"> • Create easy access to the Council Chambers for the public using elevator access from outside. 	<ul style="list-style-type: none"> • Once washrooms are built, the floor space is not much larger than original Council Chambers

<p>Capacity</p> <p>Council – 7</p> <p>Staff – 15</p> <p>Public – 45</p> <p>Total - 67</p>	<ul style="list-style-type: none"> • Creates 2 Universal washrooms that are built to 2022 standards plus 3 original washroom facilities • Creates a meeting area/office area in old Council Chambers • The larger Council Chamber allows for larger crowds • IT infrastructure would be set up properly for recording and hosting Council Meetings 	<ul style="list-style-type: none"> • More costly – plumbing for washrooms run upstairs • Reduces availability of Auditorium for rentals and Community Players • No HVAC control of the Auditorium space. Will rely on radiator heat and ceiling ventilation & windows for cooling. Or installation of HVAC unit would be required to have Heating and Cooling. • Bathrooms will reduce capacity for Community Players shows and public Concerts • Custodial Costs will increase with the Auditorium being used weekly instead of occasionally • Additional Storage will be required to store Community Players chairs and furniture and Council furniture as it won't all fit under the existing stage. • Storage under the stage is limited due to the high ceiling in the existing Council Chambers. The Auditorium floor extends under front of stage but then elevation changes by approximately 2ft to accommodate Council Chamber ceiling.
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Staff recommend that Council moves forward with Option 2. This Option will meet all requirements of the Council Chamber upgrades and not disrupt other users of the Town Hall. The need to enlarge the Council Chambers to accommodate larger crowds is the biggest issue to address. The ability to move Council to other locations for larger meetings is not as easy with the additional technology required for the meetings. Option 2 will meet these two driving needs. This option will also allow for the creation of a green room for concerts and plays held in the Auditorium.

Staff would also like Council to create a Committee of Council members and staff to help with the design features required for Option 2 “Remodel of 1st Floor”. This Committee would be considered the Council Chamber Design Committee and would act in the same manner as the Fire Hall Design Committee worked during the Fire Hall Build. Reviewing drawings and having input into the design features. These would include the media resources, power layout, colors, materials used for construction and lighting of the space.

STRATEGIC PLAN

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #1: Infrastructure
 - Strategic Priority: Develop a Comprehensive and Progressive Infrastructure Plan

- Tactic(s): When reviewing priorities of needs for maintenance investments in “discretionary” Town assets, the following Town icons will be considered of most importance: historic Town Hall, historic Water Tower; mill race dam and spillway; Carnegie Library, museum, Water Street bridge, Church Street Bridge, Grand Trunk trail and Sarnia Bridge, and Junction Station.
- Strategic Priority: Maintenance Prioritization
 - Tactic(s): Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly. Assess if any assets can be better utilized by others. Implement a seasonal inspection schedule.

OTHERS CONSULTED

SMT

Jenna McCartney, Clerk

Jason Silcox, Building Inspector

ATTACHMENTS

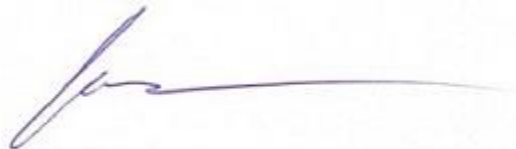
1. Existing Council Chambers and First Floor
2. Remodel 1st Floor
3. Council Chamber Renovation

REVIEWED BY

Recommended by the Department

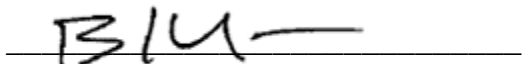


Ray Cousineau
Facilities Supervisor

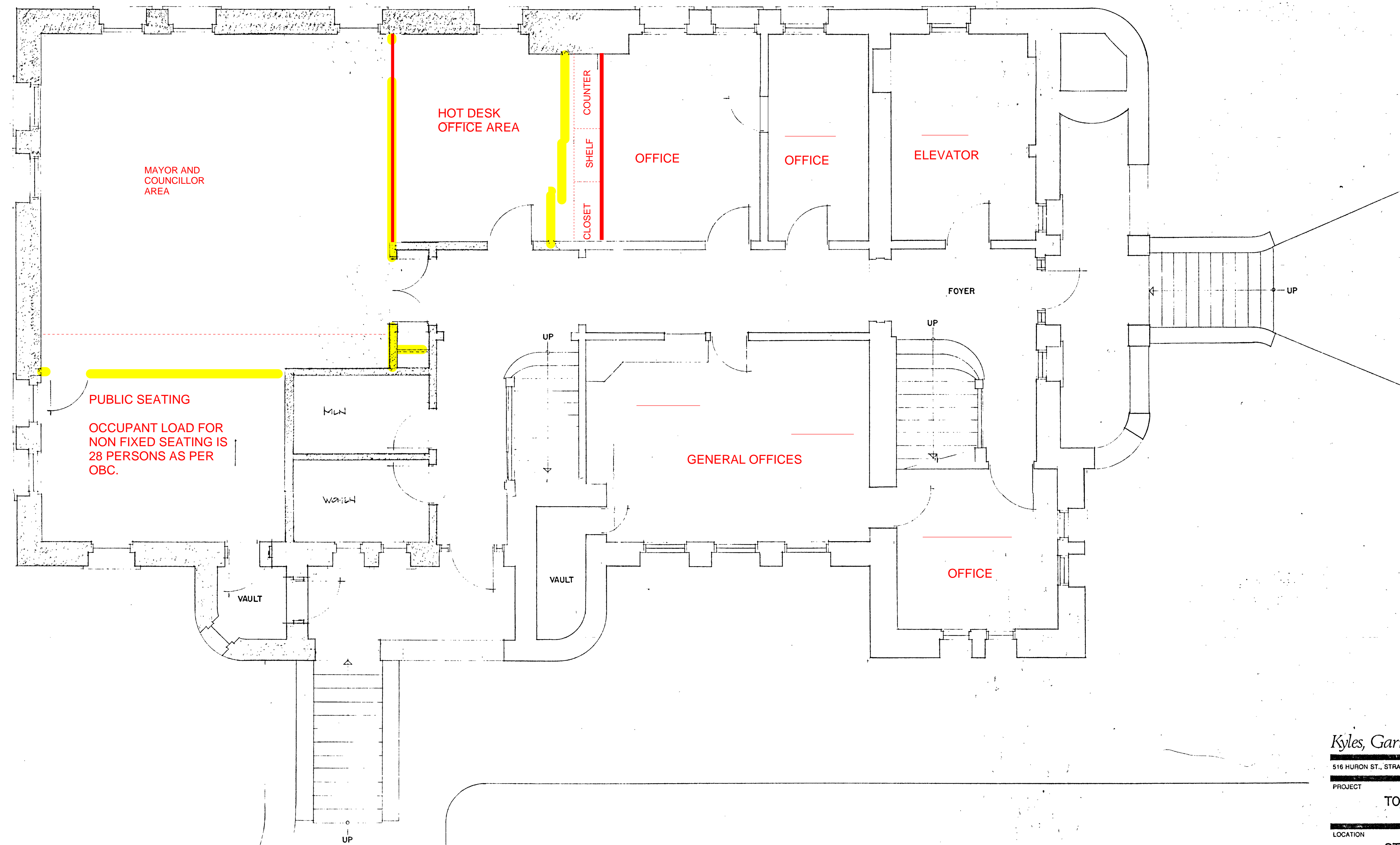


Grant Brouwer
Director of Building and Development

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer



Kyles, Garratt & Marklevitz, Architects

516 HURON ST., STRATFORD, ONT. N5A 5T8 • TEL: (519) 271-8230 FAX: (519) 271-8580

PROJECT TOWN HALL

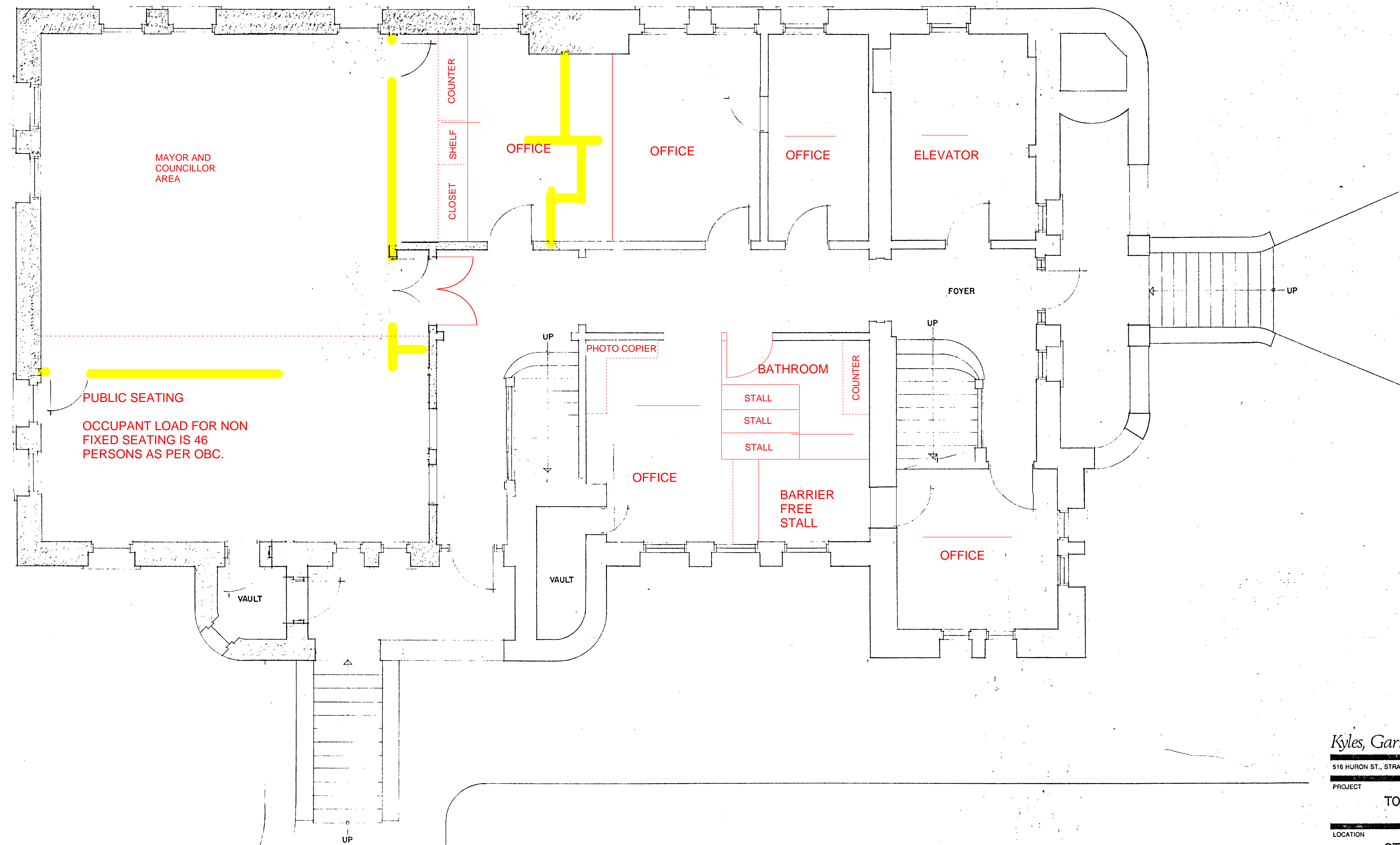
LOCATION ST. MARYS ONTARIO

FOR TOWN OF ST MARYS

DRAWING FIRST FLOOR

2

PROJECT No. 89-1301 DATE JULY 24-89



Kyles, Garratt & Marklevitz, Architects

516 HURON ST., STRATFORD, ONT. N5A 5T8 • TEL: (519) 271-8230 FAX: (519) 271-8580

PROJECT	TOWN HALL
LOCATION	ST. MARYS ONTARIO
FOR	TOWN OF ST MARYS
DRAWING	FIRST FLOOR

2

PROJECT No.	89-1301	DATE	JULY 24 89
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