

### Strategic Pillar 1: Infrastructure

Municipal infrastructure needs in St Marys will require a focus on sustainability and growth, while balancing these activities against anticipated changes in provincial legislation (for example, AODA and the new climate change plan). As no single plan can afford to achieve all its infrastructure goals, we have identified with the aid of staff the top priorities for this planning cycle. The five critical infrastructure needs identified would be the following: Water reservoir storage, Wellington Street Bridge, landfill expansion, and digital fibre ducts.

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Developing a comprehensive and progressive infrastructure plan	St Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance	Identify immediate needs in the community	<ul style="list-style-type: none"><li>Asset management plan (AMP) developed and accepted by Council on March 7, 2017.</li></ul>	Prepare an itinerary of planned projects that can be made shovel-ready in response to funding changes at the senior levels of government	<ul style="list-style-type: none"><li></li></ul>	Ongoing infrastructure assessment and evaluation that is sensitive to growth trends	<ul style="list-style-type: none"><li>Ongoing per normal capital plan assessments and monthly development reviews.</li></ul>	<ul style="list-style-type: none"><li>Continued implementation of infrastructure projects identified in the AMP in priority order.</li><li>All infrastructure projects to be designed for AODA compliance and vetted by Accessibility Advisory Committee.</li><li>Town Hall and Carnegie Library window refurbishments to occur in 2018.</li></ul>
		When developing the annual capital plan have regard for the infrastructure needs identified in the asset management plan before considering new builds or renovations that represent significant service level improvements.		Develop a public engagement program to better inform residents of the Town's asset management strategies.		When reviewing priorities of needs for maintenance investments in "discretionary" Town assets, the following Town icons will be considered of most importance: historic Town Hall, historic Water Tower; mill race dam and spillway; Carnegie Library, museum, Water Street bridge, Church Street Bridge, Grand Trunk trail and Sarnia Bridge, and Junction Station.	<ul style="list-style-type: none"><li>Town Hall and Carnegie Library window assessments planned for completion in 2017.</li><li>Historic Water Tower structural assessment in progress.</li><li>Mill race dam structural assessment completed.</li><li>Reconstruction of Library Stairs completed.</li><li>Landscape design and beautification of Town Hall completed.</li><li>Various minor capital maintenance (paining, mortar, etc.) completed to Town's heritage assets in 2017.</li></ul>	
		To support the asset management plan, complete a financial analysis of the Town's ability to pay to establish a minimum capital budget threshold to be budgeted for each year (either in actual spending, or put into reserve).	<ul style="list-style-type: none"><li>Direction to staff on March 7, 2017 to proceed with this analysis.</li></ul>	Develop an Inclusion Policy/standard partnered with guidelines or standard operating procedures that outline how the Town will adopt inclusion and to what extent inclusion will be considered for Town infrastructure, programs, events, etc.	<ul style="list-style-type: none"><li>Accessibility Advisory Committee consulted on design of 2017 infrastructure projects.</li></ul>			
Meeting and exceeding current and anticipated provincial environmental standards	St. Marys will approach infrastructure needs. (e.g. Future landfill needs) with a proactive plan with a view to environment. An anticipatory approach to addressing infrastructure needs will become the operational norm.	Developed a proactive action plan to prioritize immediate and midterm infrastructure needs, including: realistic timelines, funding consequences, operational implications, and delivery options.	<ul style="list-style-type: none"><li>Asset management plan (AMP) developed and accepted by Council on March 7, 2017.</li></ul>	Commence needed infrastructure improvements, based on the developed plan. This would require establishing measureable goals on a cost/year development strategy.	<ul style="list-style-type: none"><li>Capital plan developed consistent with AMP. Now drives the annual capital project listing.</li><li>2017 Capital Plan approved with an approximate \$8M spending on infrastructure renewal.</li></ul>	Continue the improvements. Begin developing a long term planning approach to infrastructure. Initialize new fiscal policies and disciplines focused on building strategic fund balances to meet needs in future.		<ul style="list-style-type: none"><li>Added Annual Storm Water outlet monitoring to 2018 budget</li></ul>

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		Develop a transition plan to make all municipal infrastructure structure compliant with external legislation (i.e. AODA, sustainability goals, etc) including requirements and costing.						
Water Reservoir Storage	If the goal is to achieve a population target of 8,000 residents by 2026-7 (annual growth rate of 1.5%, doubling current rate), both access to potable water and fire protection needs would best be served by addressing this issue.	Plan for an updated reservoir. Include its development in the community's capital and financial plan.	<ul style="list-style-type: none"> <li>Funds approved for engineering in 2017. Engineering design in progress by BM Ross.</li> </ul>	Commence work on an updated water reservoir to meet provincial standards				<ul style="list-style-type: none"> <li>Complete engineering design, and tender the water reservoir for the 2018 construction season.</li> </ul>
		As an interim measure, promote effective water conservation.	<ul style="list-style-type: none"> <li>Economy of Scale realized by parallel reconstruction of St. George including water main replacement</li> </ul>					
Wellington Street Bridge	North-south access is currently limited, and so it is recommended that a modern bridge able to withstand a much higher load restriction be considered.	Commence work on an updated bridge, which will allow for a more timely development of the northern part of the community.	<ul style="list-style-type: none"> <li>Awarded the construction tender to McLean Taylor on March 21, 2017.</li> </ul>		<ul style="list-style-type: none"> <li>Added water main crossing into scope of project for additional system redundancy</li> </ul>			<ul style="list-style-type: none"> <li>Completion and commissioning of the bridge late fall 2017.</li> </ul>
Waste Management Plan	With anticipated proactive measures for growth (residential, commercial, and industrial), there will need to be active consideration of optimizing landfill services, but with a view to controlled costs and forward-thinking environmental initiatives	Plan for a new long-term review of waste management, taking account of new and more prescriptive provincial standards.	<ul style="list-style-type: none"> <li>Environmental assessment completed. Draft under review by MOE.</li> </ul>	Decide on what approaches best meet long-term community ability to meet provincial standards. Build a program and identify a budget to accommodate.		Implement renewed waste management approach on a phased-in approach.		<ul style="list-style-type: none"> <li>Report back on the findings of Council's requested waste audit.</li> </ul>
		Explore alternatives to status quo waste management with a view to reduction and recycling initiatives for all residential, commercial, and industrial properties.	<ul style="list-style-type: none"> <li>Direction to staff on September 27, 2016 to proceed with a municipal waste audit.</li> </ul>					
Digital Fibre Ducts	Part of future growth will require addressing digital needs for residents and emergent businesses.	Research options for best providers	<ul style="list-style-type: none"> <li>Approached local CLIC provider when constructing / redeveloping roads, adding crossing where direction boring would be difficult.</li> <li>Discussion with SWIFT fall 2017</li> </ul>	Incorporate communication duct-work in all future capital works projects (pilot phase)	Engaged local ISP's adding road crossing duct work during reconstruction projects to reduce last mile fiber cost	Incorporate communication duct-work in all future planned subdivisions as part of development		
Granting Readiness	With a change in the federal government, which has signaled a desire to fund infrastructure projects, it will be vital that the Town be in a state of readiness to compete for much-needed infrastructure funding	Establish a nimble foresight approach to capital initiatives that creates a project inventory and plans to meet new grant opportunities. Assign a lead staff person for this task.	<ul style="list-style-type: none"> <li>Clean Water Waste Water Fund grant secured for engineering/design of a number of waste water projects.</li> <li>2017 budget funds approved for the engineering design of</li> </ul>	Keep abreast of developing and evolving opportunities. Actively seek opportunities that align with municipal capacity and vision.		Review infrastructure plans on an on-going basis, seeking grant alignment.		<ul style="list-style-type: none"> <li>2018 OCIF application for construction of the inlet works, odour control system and admin building at the WWTP.</li> <li>Seek out funding opportunities for</li> </ul>

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			Wellington Street South as a construction-ready project.					Wellington Street South reconstruction. 2020 OCIF top up as a potential candidate.
Maintenance Prioritization	Given the large number of town-owned heritage assets, a maintenance schedule ought to be agreed to by Council in prioritizing which of these assets will be the recipient of discretionary funding.	Prioritize heritage assets, in terms of importance and develop maintenance schedule and budget accordingly. Assess if any assets can be better utilized by others.		Rethink use of assets to maximize their utility to the community. Develop a municipal policy outlining how decision will be made in future in the acquisition of addition heritage sites.	<ul style="list-style-type: none"><li>Divested 121 Ontario Street (West Ward School) for the purposes of residential development (rentals).</li></ul>	On a go forward basis maintenance, acquisition and devolution of heritage assets will align with the municipality's long-term strategic position.		<ul style="list-style-type: none"><li>Develop a comprehensive schedule of condition assessments of Town facilities, and create a detailed 15-year capital plan.</li></ul>
		Prepare and implement a seasonal inspection schedule.	<ul style="list-style-type: none"><li>Condition assessment of old water tower completed, museum condition assessment pending.</li></ul>					

## Strategic Pillar 2: Communication and Marketing

As civic engagement improves, growing expectations of accountable and transparent local government requires proactive communication approaches. Included in proactive communication would be innovative means of establishing a more outbound place-setting narrative for the purposes of tourism and growth. Develop a comprehensive and fully integrated communications plan, including a marketing plan, tourism plan, and economic development implementation plan. These do not necessarily have to be new documents, as they can draw upon existing shelf studies that the Town has.

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Marketing and Promotion plan	Establish St Marys as an ideal setting for new businesses and tourism. Emphasize its quality of life as a means of encouraging residential growth.	Identify, as part of a marketing plan, exactly what are the key messages St Marys wants to share with the outside world, recognizing that it cannot be all things to all people. This needs to align with the economic development plan.	<ul style="list-style-type: none"> <li>Communications Plan adopted by Council on June 13, 2017.</li> </ul>	Develop and launch a new communications approach based on the revised strategic priorities. Engage partners based on their ability to better deliver and align with components of the approach (i.e. county, neighboring municipalities, community groups).	<ul style="list-style-type: none"> <li>Town has adopted a proactive communications approach that uses multiple outlets (media releases, social media, web and print) to reach a broader audience</li> </ul>	Monitor and evaluate the effectiveness of this approach and adjust accordingly.		<ul style="list-style-type: none"> <li>Implementation of Council's preferred communications strategies to be budgeted for in 2018.</li> <li>Staff will formalize new communications approach by developing and implementing corporate-wide media relations and social media policies</li> <li>New, part-time Events Coordinator will work to enhance partnerships with local businesses, community groups and volunteers to improve event delivery</li> </ul>
		Launch a pilot program as the new marking plan rolls out.				Seek on-going partnerships to extend range and efficacy.		
Engagement	<p>St Marys is committed to engaging and informing residents as stakeholders in key decisions.</p> <p>Communicating relevant municipal information, as well as soliciting input from residents, builds a solid foundation of trust.</p>	Develop an engagement policy for staff that will meet the expectations of the community; conduct internal and external surveys as necessary.	<ul style="list-style-type: none"> <li>Conducted internal and external communications surveys to inform development of Communications Plan</li> <li>Revised Communications Plan adopted by Council on June 13, 2017.</li> <li>Improved the Town's overall communications presence through increased media releases, social media posts, and proactive communications campaigns.</li> </ul>	Build a truly interactive web presence that is easily accessible and navigable; a site in which residents can interact with the municipality on multiple levels. Explore other communication media that the municipality may be able to invest in, to help fill the information gap.	<ul style="list-style-type: none"> <li>Staff have increased use of customizable/interactive web tools (homepage banners, events calendar) and social media to drive users to specific pages/content on Town website</li> <li>Initiated use of URL shortener (goo.gl) to track link clicks, page visits and points of access</li> </ul>	Measure community engagement, continue to seek new communication mediums, keep policies updated to meet new channels of communication.		<ul style="list-style-type: none"> <li>Implementation of Council's preferred communications strategies to be budgeted for in 2018.</li> <li>Staff to explore greater use of web subscription service as a tool for delivering content directly to users</li> </ul>
Positioning	Work to have a more prominent regional presence, and improve the perception and reputation of St. Marys outside of its borders. Develop a sense of "who we are" as a means of sharing the narrative both internally and externally.	Conduct internal and external engagement surveys to gather baseline data about staff and residents' perceptions of the Town, its current approach to communications, transparency, etc.	<ul style="list-style-type: none"> <li>Internal and external engagement survey completed as a part of the revised Communications Plan adopted by Council on June 13, 2017.</li> </ul>	Develop measurement tools to assess effectiveness of public communications; review		Develop budget to ensure on-going positioning presence. Seek new public and private partnerships to advance this agenda.		<ul style="list-style-type: none"> <li>Development of key messages for Town marketing and positioning as a part of the Economic Development portfolio's responsibilities in implementing the</li> </ul>



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		Develop measurement tools to assess effectiveness of public communications; review regularly with a view to reputation management.	<ul style="list-style-type: none"> <li>Revised Communication Plans adopted by Council on June 13, 2017 with this as a key recommendation.</li> </ul>	Build "positioning" into the role description of senior management.	<ul style="list-style-type: none"> <li>Positioning, marketing, and their relationship to Tourism have been delegated to the Economic Development portfolio.</li> </ul>	Be an active partner in the region to advance the municipality's strategic priorities	<ul style="list-style-type: none"> <li>Partnerships initiated or developed with: Stratford Perth Chamber of Commerce, investStratford, Stratford Perth Small Business Centre, Perth County Economic Development and Tourism, Four Counties Labour Market Board, and municipal economic development peers.</li> </ul>	Communications Plan.
		Develop guidelines (Engagement Policy) for community engagement/public participation to be used by staff across the corporation	<ul style="list-style-type: none"> <li>Revised Communications Plan adopted by Council on June 13, 2017 with this as a key recommendation.</li> </ul>					
Wayfinding and Identity	A comprehensive approach to identity promotion - including wayfinding - will help St Marys in terms of both promoting itself as a destination to the outside world (tourism and attracting new residents), and supporting a sense of common community with current residents.	Tourism effectiveness relies on establishing and promoting a unique and compelling identity that can be communicated beyond the municipal boundary.	<ul style="list-style-type: none"> <li>Published various tourism oriented marketing materials (Town of St. Marys tourism map, trails map, festivals and events rack card etc., advertised in regional promotional materials).</li> </ul>	Develop a signage program at key sites along the highways advertising Town amenities, and further establish/reinforce its brand with in-town signage and wayfinding.	<ul style="list-style-type: none"> <li>Renewed 2017 Tourism-Oriented Directional Signage Contracts.</li> <li>RED Grant submitted for the creation of a wayfinding signage strategy.</li> <li>Created "Visit Beautiful St. Marys" advertising banners.</li> </ul>	Keep wayfinding approaches current with new opportunities, legislative requirements, and technologies.		<ul style="list-style-type: none"> <li>Delivery of a wayfinding signage strategy</li> <li>Development of Tourism Plan which formally establishes a unique and compelling tourism identity.</li> </ul>
Social Media	The use of social media may be an instrumental supplement to an overall communications plan, which not only improves public engagement in bilateral communication between the Town and residents, but also shares the prospect of broadening the reach of the Town in terms of what it can offer, while celebrating its unique heritage.	Develop a comprehensive social media strategy with a view to centralized function ("same-page messaging"). Frequent updating and the use of social media engagement policy. Decide on the social media venues that are most appropriate, with a view to providing rich media content	<ul style="list-style-type: none"> <li>Revised Communications Plan adopted by Council on June 13, 2017 with this as a key recommendation.</li> <li>More frequent and effective use of corporate Facebook and Twitter accounts has resulted in steady growth of audience since mid-2016</li> </ul>	As part of reputation management, assess feedback in terms of scope, reach, and sentiment. Adjust policy as required so that it continues to achieve the outcomes of the strategy.		Reassess the social media venues in terms of being able to reach the target audience; evaluate any new social media venues that may be reasonably added if required.		<ul style="list-style-type: none"> <li>Consolidation of some social media accounts, as recommended by the Communications Plan</li> <li>Creation and implementation of corporate social media policy</li> <li>Training sessions for non-Communications staff who are tasked with posting and monitoring social media content</li> </ul>

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Media Relations	Maintaining and cultivating effective relations with local media is key to preventing misinformation about Town objectives.	Develop a comprehensive media relations policy for best channeling information directly to media sources about Town initiatives and other essential information. Create a spokesperson contact and ensure centralized communication relations with local media.	<ul style="list-style-type: none"><li>Have met with local media to establish a relationship with Communications Staff.</li><li>Increased the number of media releases issued by the Town which are now actively picked up and printed by regional media outlets.</li></ul>	Create a communications training package for staff and Council for internal distribution.		Review the media relations policy and communications training package to assess if any changes may be needed.		<ul style="list-style-type: none"><li>Creation and implementation of corporate media relations policy</li><li>Media relations training sessions for Senior Leadership Team</li></ul>
Community Events Promotion	Actively promoting existing cultural/community events while seeking to establish new or re-branded signature events (such as festivals) may result in broader audiences and increase the appeal of the Town.  Develop a new event, or re-brand and re-envision an existing event, to be the “signature” St. Marys event.	Establish core event planning through a collaboration between the Economic Development and Communications Directors.		Leverage new and existing events in such a way that they incorporate existing amenities and provide a continuum between the downtown and the riverfront.		Monitor and assess ongoing event success. Be prepared to add/delete given feedback.	<ul style="list-style-type: none"><li>Post Event Surveys distributed to vendors seeking feedback and recommendations for future events (Heritage Festival, Car Show)</li></ul>	<ul style="list-style-type: none"><li>Review of existing events inventory against the Town's resources to be able to deliver events.</li><li>Continue to work with Service Clubs local partners to find the most efficient methods of delivering community events.</li><li>Establish a more effective/reliable approach to recruiting volunteers for Town events (in cooperation with Volunteer Coordinator)</li><li>Recruitment of Event Coordinator</li></ul>
						Create a municipal policy to support third party partnership, delivery, and introduction of new events.		
		Create an event, or re-brand and re-envision an existing event, to celebrate the Town's key amenities and ties in with the reactivation of the downtown/waterfront.	<ul style="list-style-type: none"><li>Successfully delivered the Canada 150 celebration at Cadzow Park.</li><li>Published various advertising and promotional materials for Town and community events.</li><li>Reallocated current budget to create part-time Events Coordinator position to help grow/improve current event offerings</li></ul>	Ensure that the event retains/promotes the Town's unique offerings so that it appeals to residents and visitors.				
				Develop an Inclusion Policy/standard partnered with guidelines or standard operating procedures that outline how the Town will adopt inclusion and to what extent inclusion will be considered for Town infrastructure, programs, events, etc.				

**Strategic Pillar 3: Balanced Growth**

Given demographic and economic realities facing municipalities situated outside of the GTA, it is necessary to develop a growth plan to ensure new revenue sources can meet the increasing costs of existing service demands to satisfy population growth and economic development plans. The two identified demographic groups that will further the vibrancy and culture of the Town include youth and newcomers. Growth must be balanced both geographically and economically in such a way that it is sustainable.

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Scale-based demographic growth & targeted immigration	One of the only remaining means of growing the population is by attracting newcomers to St Marys. St Marys will identify both the key demographics they wish to attract, and match these against existing amenities that would best serve those demographics.	Review the current approach to development, recognizing that a "one size fits all" plan will not best meet the needs of the Town.	<ul style="list-style-type: none"><li>• Process of pre-consultation with potential developers implemented with a goal of discussion common needs.</li><li>• Official Plan review underway to update and modernize Town planning policies.</li></ul>	Need to integrate with a comprehensive marketing plan, economic development approach, and identity approach (selling a lifestyle).		Tie the approach into the marketing and promotion plan to align with the economic development and tourism initiatives.		<ul style="list-style-type: none"><li>• Research and implementation of the recommendations of the Recreation Master plan (pending adoption by Council, and pending budgetary funding for any new costs to be incurred).</li><li>• Completion of the Official Plan Review.</li></ul>
		Identify what infrastructure needs should be in place to attract retain this demographic (e.g. housing that's affordable, public services, etc.)	<ul style="list-style-type: none"><li>• Hard infrastructure forecasting completed as a part of the 2017 Development Charges Review.</li><li>• Recreation infrastructure forecasting completed as a part of the 2017 Recreation Master Plan. This includes forecasting amenities and strategies required for youth attraction and to accommodate the Town's aging population.</li></ul>			Seek partnerships and additional financial support (government and others) to continue this approach.		
Youth recruitment and retention strategy	It is important to not only attract youth to the Town, but also to retain existing youth by ensuring there are adequate opportunities. Tactics will focus on youth of all ages and abilities.	Review and identify what infrastructure needs should be in place to attract retain this demographic (e.g. housing that's affordable, public services, etc.)	<ul style="list-style-type: none"><li>• Partnership established with Perth South for the Perth4Youth youth based strategic plan project. Final report adopted by Council on September 26, 2017 identifies barriers to attracting/retaining youth, and recommendations to overcome these.</li><li>• Capital investment in the municipal Child Care centre to ensure access to infant, toddler, and pre-school child care for families.</li></ul>	Focus on the need to integrate with a comprehensive marketing plan (target marketing to specific media), economic development approach, and identity approach (selling a lifestyle).		Build the success of this strategy and early outcomes in the marketing and promotion plan. Align this strategy with the economic development plan.		<ul style="list-style-type: none"><li>• Research of the Perth4Youth initiatives and development of implementation plans.</li><li>• Local employment has been identified as a barrier to retaining youth. In partnership with Partners in employment Perth South, attempting to secure funding for a Youth Professional Development program to help youth with finding local employment. Offer ongoing workshops.</li><li>• Create a youth council through the Youth Centre that will meet town council every 6months</li></ul>
		Establish a youth advisory council to ensure issues important to young people	<ul style="list-style-type: none"><li>• Improved youth engagement tactics implemented,</li></ul>					

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		of various ages and abilities are on the municipal agenda	<div>including regular meetings with youth.<ul style="list-style-type: none"><li>Improved participation in the youth centre board.</li><li>Improved equipment and new supplies attracted a lot more youth.</li><li>Regular meetings setup with all local schools and principals.</li><li>New policies and procedures</li><li>Created partnership with Community Living to do additional staff training.</li><li>Participated in an employment skills workshop for students at DCVI who are looking to enter the working world. Topics included resume writing, interview skills and general workplace/ employee etiquette. Also discussed general career opportunities in St. Marys covering both part-time student and full time permanent roles.</li></ul></div>					<div><ul style="list-style-type: none"><li>Create a partnership with the BIA and look to host a job fair.</li><li>Expand the usage of the Youth Centre by liaising with the school board and having bus stops added to the PRC so all local schools will have access to it.</li><li>Look for additional ways to engage and approach youth grade 9-12.</li><li>Seek corporate sponsorship to help fund new programming and supplies.</li></ul></div>
Industrial Strategy	<div>Industry has played - and continues to play - a key role in the life of the Town in providing employment and economic stability. Seeking new opportunities to attract small, medium, and large industry is in the Town's best interests as part of its growth strategy.</div> <div>Increased focused on industry retention as part of the overall strategy.</div>	Actively seek out new industrial partners.	<div><ul style="list-style-type: none"><li>Acted in a support role to assist with the McLaughlin Group's purchase of the former Kraft-Heinz building. Have actively met with new and proposed tenants to help with their transition to St. Marys.</li><li>Acted in a support role to assist Cascades with the development of their shipping expansion to the local facility.</li></ul></div>	Align attraction, housing and other policies to support industrial strategy (a "no silos" approach).		Align industrial strategy with both positioning strategy and marketing/promotions plan.		<div><ul style="list-style-type: none"><li>Creation a land inventory of available industrial and commercial lands in St. Marys.</li><li>Creation of a "Welcome to St. Marys" package for new businesses.</li></ul></div>
		Assess available industrial land with a view to zoning and development.				Ensure strategy is up-to-date with changing and new trends.		



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		Build a retention plan, identify elements needed to ensure businesses stay and grow in the community.						
Business Attraction, Retention and Expansion Program	A key to growth is to ensure a vibrant and sustainable commercial sector. Economic development needs to rest on three pillars; beyond the traditional business attraction. It should also focus attention and resources to ensure both business retention and expansion.	Create a welcome wagon program for new businesses.		Launch pad/entrepreneur and small business support program.	<ul style="list-style-type: none"><li>Local small business support is provided through the Stratford Perth Small Business Centre.</li></ul>	Identify local business development mentors.		<ul style="list-style-type: none"><li>As new or potential small business approach the Town we will streamline our approach to integrate the Small Business Centre into the process from the outset.</li><li>Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration).</li><li>Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.</li></ul>
		Business-to-Business networking events	<ul style="list-style-type: none"><li>St. Marys focused business networking event hosted in June 2017.</li><li>Joint business networking event hosted with Perth South in October of 2017.</li></ul>	Host an annual event to celebrate and thank local businesses for being in St. Marys; incorporate a keynote speaker, mini trade-show, refreshments, networking.	<ul style="list-style-type: none"><li>Inaugural business celebration hosted in November 2016.</li></ul>	Create a shared service centre for new business and to support retention activities		
		Connect with local businesses through a Business Visitation Program (confidential meetings with businesses to discuss successes, challenges, issues, questions).	<ul style="list-style-type: none"><li>Business Visitation program initiated and in progress.</li><li>Monthly business and industry focused newsletter initiated.</li><li>Provided support from the Town and through OMAFRA for the BIA strategic planning exercise.</li></ul>	Youth & entrepreneur program.	<ul style="list-style-type: none"><li>Applied for a Libro grant to develop a young professionals program and was not successful. Future partnership with Partners in Employment and Perth South planned.</li></ul>	Integrate new businesses in long term development plan		
		Celebrate local business	<ul style="list-style-type: none"><li>Inaugural business celebration hosted in November 2016.</li></ul>	Use vacant space in the downtown for entrepreneurs				
		Participate in partnership projects regarding youth retention (i.e. OMAFRA Project).	<ul style="list-style-type: none"><li>Re-established meetings of the Perth South/St. Marys Joint Economic Development committee, with a key focus on youth.</li><li>Partnership established with Perth South for the Perth4Youth youth based strategic plan project. Final report will identify barriers to attracting/retaining youth, and recommendations to overcome these.</li><li>Partnered with OMAFRA and Cascades to offer a manufacturing day celebration for youth</li></ul>	Explore turnkey operations and serviced commercial/industrial lands.				

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		Website development.		Encourage existing businesses to optimize on their existing buildings/spaces.				
		Identify vacant spaces to host entrepreneurs and create an inventory.						
		Begin the process of downtown revitalization	<ul style="list-style-type: none"><li>Numerous tactics and achievements implemented as documented under the "Recreation and Culture Pillar", "Downtown Revitalization Plan" priority below.</li></ul>					

**Strategic Pillar 4: Culture and Recreation**

By readjusting existing recreational services to a more scale-appropriate level, this will result in some measure of cost-savings for the Town in being to reallocate funding to other priorities. In some cases, volunteers and the private sector can take on leadership or partnership roles for the delivery of some recreational services that are under-utilized. Moreover, as culture is being positioned as a vital economic driver, some of these tactics are complementary with both the re-profiling of the Town and economic development.

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Recreational Services Master Plan	Assessing the real needs of residents in terms of providing the right fit for recreational services provided by the Town will require contracting out for a consultant who specializes in this area given the exhaustive analysis to be performed in providing key recommendations.	Create and list a RFP for a recreational services master plan.	<ul style="list-style-type: none"><li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017.</li></ul>	Implement the key recommendations as required, and ensure that they align with concurrent policies and plans.		Review and evaluate the effectiveness of the plan in a few years' time to ensure it remains the right fit with Town priorities (no more than three to five years after implementation).		<ul style="list-style-type: none"><li>Research and implementation of the recommendations of the Recreation Master plan (pending adoption by Council, and pending budgetary funding for any new costs to be incurred).</li></ul>
				Develop an Inclusion Policy/standard partnered with guidelines or standard operating procedures that outline how the Town will adopt inclusion and to what extent inclusion will be considered for Town infrastructure, programs, events, etc.	<ul style="list-style-type: none"><li>Key recommendation of the recreation master plan is to develop an Accommodation Policy.</li></ul>			
Repurposing the Pyramid Centre	As the PRC is adequate to a population of 30,000, it currently far exceeds the needs for the current population and thus results in additional costs to the Town. A more integrated approach may be preferable.  The PRC should be a primary consideration when deciding where to locate municipal services and programming before new spaces are constructed or significantly renovated.	Align future use of PRC with the findings of the Recreation Master Plan	<ul style="list-style-type: none"><li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan has a key focus on the PRC.</li></ul>	If space remains, investigate the options of hosting additional library programming in the PRC through an integrated planning program strategy.		Develop a strategy to host more conventions and regional events (which may add to the positioning strategy). The PRC is no longer a destination of preference for weddings so there is a need to find a use for that large and recently renovated space in the community hall.	<ul style="list-style-type: none"><li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan recommends to develop a Business Plan for the PRC to advance this tactic.</li></ul>	<ul style="list-style-type: none"><li>Creation of a Business Plan for the PRC to implement the revenue generating and cost cutting recommendations outlined in the Recreation Master Plan.</li></ul>
				Determine the full cost of relocating some of the Town's community services, including retrofit, to the PRC.				
				Investigate the ability to attract the YMCA or any other organization to locate in the PRC.	<ul style="list-style-type: none"><li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan contains key recommendations to advance this tactic.</li></ul>			
Downtown Revitalization Plan	Protecting St Marys' unique heritage assets while planning for growth in key sectors will require an integrated and	Make the downtown pedestrian-friendly through streetscape design.	<ul style="list-style-type: none"><li>Streetscape designed to AODA standards for the 2016 reconstruction project.</li></ul>	New development should conform to the existing heritage aesthetic as per either the Heritage Conservation District Plan	<ul style="list-style-type: none"><li>Sign by-law review undertaken to ensure that the heritage aesthetic of the core is maintained.</li></ul>	Complete final phase of integration of waterfront with downtown core as per waterfront integration plan (below)		<ul style="list-style-type: none"><li>Bike parking area planned for the west end of the downtown core near</li></ul>





Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
A Focused Park Strategy	St Marys' parks is not only a prized asset, but it is also a natural gathering place that can be optimized and incorporated into enhancing the cultural profile of St Marys.	Perform an initial assessment of necessary improvements (beautification, accessibility, etc.).	<ul style="list-style-type: none"> <li>Reviewed parks capital maintenance needs during preparation of the 2018 capital budget.</li> </ul>	Actively include the parks in marketing and promotion.		Ensure Milt Dunnell Park remains the central focus for community events.  Continue to seek opportunities to add to its profile.		<ul style="list-style-type: none"> <li>Cadzow Park splash pad to be tendered and constructed in 2018 (pending budget approval).</li> <li>Reviewing options for constructing a pavilion with the Lions Club. The Club's preferred timeline is 2018.</li> <li>Continuing to seek out a partner for the minor amphitheatre at Cadzow Park.</li> <li>Draft "Forestry Management Policy" to be crafted and presented to Council.</li> <li>Fall 2017 education campaign for property owners backing onto Sparling bush, followed by surveying and property line delineation in 2018.</li> </ul>
		Preserve Cadzow Park as a quiet, residential, family-oriented park.	<ul style="list-style-type: none"> <li>Invested in accessible playground upgrades at Cadzow.</li> <li>Approved a partnership with the Rotary Club for a new splashpad at Cadzow. Provided preliminary authorization of the Town's investment of \$150,000.</li> <li>Approved a partnership with the Lions Club for a pavilion at Cadzow Park</li> </ul>	Tie the Grand Trunk Trail to Milt Dunnell Park.		Continue investments in Cadzow Park as a family-oriented public space.	<ul style="list-style-type: none"> <li>Adopted a preferred park design which included long term construction of a minor amphitheatre at the Cadzow Park.</li> </ul>	
		Investigate Milt Dunnell Park ("The Flats") in terms of capacity to host cultural events, such as festivals, "gathering on the green", art exhibits, performances, etc.	<ul style="list-style-type: none"> <li>Worked with Car Show participants to re-direct the car show to Milt Dunnell Park.</li> </ul>	Investigate implementing a Forestry and Tree Management policy for the Town.	<ul style="list-style-type: none"> <li>Direction provided to staff to research and present a draft forestry policy to Council.</li> <li>Supported an "education first" approach to manage various issues impacting Sparling Bush.</li> </ul>			
		Re-profile Milt Dunnell Park as "the Central Park of St Marys"						
Waterways Integration	Part of a recreational master plan will involve and integrate the natural asset of the waterfront.	Ensure the RFP includes a request to provide a design for the waterfront, incorporating trails and signage so that it becomes a more celebratory public space.	<ul style="list-style-type: none"> <li>Recreation Master Plan completed by Monteith Brown/Tucker-Reid Associates and presented to Council on September 19, 2017. The plan contains key recommendations to advance this tactic.</li> </ul>	Create seamless linkages between the downtown and waterfront.		Incorporate the waterfront in the cultural life of the Town, including the prospect of tying it with recurring signature festivals.		<ul style="list-style-type: none"> <li>Utilization of wayfinding signage to assist with the integration of the waterfront into the downtown</li> </ul>
Year-Round Farmers and Artisans Market	In smaller communities, a Farmers Market plays a strong role in terms of identity, as well as promoting tourism to sample local fare and crafts.	Assess the infrastructure needs of creating a year-round, covered Farmers Market facility.		When venue selected, cost out all facility needs (electricity, maintenance, etc.).		Actively grow the market, design it for local residents (retention) and as an attraction (tourism).		
		Strike a sub-committee of Council and experts to appoint members of a Farmers Market Board	<ul style="list-style-type: none"> <li>Preliminary investigative discussions held with Farmer's Market</li> </ul>	Establish a reasonable vendor fee.				

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
			representatives re: relocation to Milt Dunnell Field. No interest at this point in time.					
				Actively market and promote in tourism literature.				
Develop a Comprehensive Granting Policy	Given limited financial resources, a granting policy will ensure that those seeking Town funds will be subject to a process that will assist Council in making key decisions on selecting granting priorities	Investigate best practices in grant policy standards, such as partnering with the Stratford Perth Community Foundation.		Ensure compliance with the granting policy on an ongoing basis.		Review the granting policy at least three to five years after implementation.		<ul style="list-style-type: none"><li>Development of a draft community grant policy for implementation prior to the 2019 budget process.</li></ul>
		Develop and formalize the new granting process for readiness in the next budget cycle.						
		Make a decision regarding the Town's future investment in the Canadian Baseball Hall of Fame.						

**Strategic Pillar 5: Economic Development**

Economic development is one of the essential keystones to growth and sustainability. A targeted approach in this area will ensure a beneficial mix that is realistically tailored to the strengths and needs of St Marys, with a view that *culture is an economic driver*. With the use of cultural mapping, this will facilitate outlining the process to implement municipal cultural planning including public art to economic development, from rejuvenating the downtown to offering practical ideas to save heritage properties, from integrating creative municipal concepts into the Official Plan (derived from the principles of the CRINK Economy - Creative, Innovative, Knowledge-Based).

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Downtown Revitalization Plan	Protecting St Marys' unique heritage assets while planning for growth in key sectors will require an integrated and balanced approach given its role as the iconic cultural centre of the community. The downtown should be perceived as a safe, central, and culturally vibrant gathering area. Ultimately, the transition will be to transform St Marys from a HERITAGE to a CULTURAL experience. In order to achieve this, evaluate the Heritage Conservation District Plan.	Make the downtown pedestrian-friendly through streetscape design.	<ul style="list-style-type: none"><li>Streetscape designed to AODA standards for the 2016 reconstruction project.</li><li>Invested in landscape design of Town Hall plaza to make it place for causal gathering.</li><li>Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic.</li></ul>	New development should conform to the existing heritage aesthetic as per either the Heritage Conservation District Plan or the new cultural initiatives approach.	<ul style="list-style-type: none"><li>Sign by-law review undertaken to ensure that the heritage aesthetic of the core is maintained.</li></ul>	Complete final phase of integration of waterfront with downtown core as per waterfront integration plan (below)		<ul style="list-style-type: none"><li>Bike parking area planned for the west end of the downtown core near Water/Queen Intersection.</li><li>Heritage conservation and the impact of new development to be reviewed and discussed through the Official Plan Review Process.</li><li>Review space needs with the Stratford Police Service to determine if Tourism hub will be located in a downtown storefront OR at Town Hall.</li><li>Review and research of a request from the St. Marys Farmers Market for additional public washrooms in the Downtown Core.</li></ul>
		Offer incentives to new businesses to occupy vacant storefronts.	<ul style="list-style-type: none"><li>Introduced the Heritage Tax Rebate program to incentivize commercial spaces, on the condition that the space is occupied.</li></ul>	Transform alleyways into art/craft vendor areas.				
		Create the winning conditions to attract cultural/commercial enterprises into the core.		Investigate prospect of turning second story downtown space into rentals or studios (see Housing pillar).	<ul style="list-style-type: none"><li>Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD</li></ul>			
		Seasonally, rent storefront space in the core for Tourism and Economic Development Staff. There is demonstrated success in this approach.		Elevate heritage plaque program.				
		Promote local theatre and arts in the core by making an investment in space and programming.		Create a permanent tourism hub/office in central location.				
		Investigate options for incentivizing or enforcing standards for heritage properties after the review of the HCDP.	<ul style="list-style-type: none"><li>Continued support of the Heritage Grant and Façade Improvement grants as tactics to incentivize building improvements within the HCD and core commercial district.</li><li>Introduced the Heritage Tax Rebate program to incentivize</li></ul>	Investigate opportunities to invest in space in the core to further promote and expand local arts, culture, and theatre.	<ul style="list-style-type: none"><li>Supported the increased use of space at the VIA station for the "Station Gallery and Studios".</li></ul>			





Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Website development.		Encourage existing businesses to optimize on their existing buildings/spaces.				
		Identify vacant spaces to host entrepreneurs and create an inventory.						
		Begin the process of downtown revitalization						
Industrial Strategy	<p>Industry has played - and continues to play - a key role in the life of the Town in providing employment and economic stability. Seeking new opportunities to attract small, medium, and large industry is in the Town's best interests as part of its growth strategy.</p> <p>Increased focused on industry retention as part of the overall strategy.</p>	Actively seek out new industrial partners.	<ul style="list-style-type: none"> <li>Acted in a support role to assist with the McLaughlin Group's purchase of the former Kraft-Heinz building. Have actively met with new and proposed tenants to help with their transition to St. Marys.</li> <li>Acted in a support role to assist Cascades with the development of their shipping expansion to the local facility.</li> </ul>	Align attraction, housing and other policies to support industrial strategy (a "no silos" approach).		Align industrial strategy with both positioning strategy and marketing/promotions plan.		<ul style="list-style-type: none"> <li>Creation a land inventory of available industrial and commercial lands in St. Marys.</li> <li>Creation of a "Welcome to St. Marys" package for new businesses.</li> </ul>
		Assess available industrial land with a view to zoning and development.				Ensure strategy is up-to-date with changing and new trends.		
		Build a retention plan, identify elements needed to ensure businesses and grow in the community.						
Incubators	Future industrial success will require the ability to create and grow local businesses as well as attracting new enterprises to the community	Research the possibility of introducing business incubator(s) as part of the industrial strategy, including potential partners, budget, utilizing existing facilities, governance model etc		If feasible, create a policy and budget to launch a municipal incubator. Develop a sectorial focus for its activities.				
Emphasize Culture as a Key Economic Driver for the Community	Take a lead role in developing a downtown location for a civic square. If possible, locate this near the river to take advantage of this natural amenity.	Establish a partnership with the Stratford Festival and other local theatre entities, and take a lead role in developing an increase theatre presence in the downtown core.		Provide an attractive and well-functioning streetscape in the downtown core.	<ul style="list-style-type: none"> <li>Streetscape designed to AODA standards for the 2016 reconstruction project.</li> <li>Invested in landscape design of Town Hall plaza to make it place for causal gathering.</li> <li>Partnered with the BIA to refurbish downtown street light poles to improve the overall aesthetic.</li> </ul>	Ensure that marketing and promotion remains a key driver in future economic development strategies.		

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
		Update and maintain the Cultural Mapping plan to identify and assess all key amenities, spaces etc. that are important and significant to the community		Leverage the downtown architecture, in particular the alleyways, to enhance the cultural experience in the downtown core.		Look for ways to align economic development with other key strategic priorities adopting a "no silos" approach.		
Marketing and Promotion plan	Establish St Marys as an ideal setting for new businesses and tourism. Emphasize its quality of life as a means of encouraging residential growth.	Identify, as part of a marketing plan, exactly what are the key messages St Marys wants to share with the outside world, recognizing that it cannot be all things to all people. This needs to align with the economic development plan.	<ul style="list-style-type: none"> <li>Communication Plan adopted by Council on June 13, 2017.</li> </ul>	Develop and launch a new communications approach. Engage partners based on their ability to better deliver and align with components of the approach (i.e. county, neighbouring municipalities, community groups).		<p>Monitor and evaluate the effectiveness of this approach and adjust accordingly.</p> <p>Seek on-going partnerships to extend range and efficacy.</p>		<ul style="list-style-type: none"> <li>Implementation of Council's preferred communications strategies to be budgeted for in 2018.</li> <li>Development of tactics Positioning and Key Messages to be led by Economic Development portfolio.</li> <li>Creation of a Wayfinding Signage Strategy (RED Funded).</li> </ul>
Leadership and Collaboration	The Town has an opportunity to take on a leadership role in coordinating economic development activities across several actors whose efforts may be more suitably aligned.	Identify the key players in economic development by sector and host a meeting to determine and align economic development priorities.	<ul style="list-style-type: none"> <li>Partnerships initiated or developed with: Stratford Perth Chamber of Commerce, investStratford, Stratford Perth Small Business Centre, Perth County Economic Development and Tourism, Four Counties Labour Market Board, and municipal economic development peers.</li> <li>Re-constituted meetings of the Perth South/St. Marys Joint Economic Development committee with a key focus on youth initiatives.</li> </ul>	Review and measure economic development initiatives on a midterm basis.				<ul style="list-style-type: none"> <li>Continuation of existing programs (networking breakfasts, confidential business visitations, monthly business/industry newsletter, and annual local business celebration).</li> <li>Continued participation in the Joint Economic Development committee with a focus on implementing Perth4Youth strategic plan recommendations.</li> </ul>
		Investigate the best approach to coordinating economic development amongst the various stakeholders and established groups (e.g., EDAC, Chamber of Commerce, BIAs, etc.)	<ul style="list-style-type: none"> <li>St. Marys focused business networking event hosted in June 2017.</li> <li>Joint business networking event hosted with Perth South in October of 2017.</li> </ul>					
		Ensure suitable funds to assist in economic development efforts.						

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	

**Strategic Pillar 6: Housing**

The recent County labour market survey indicates an acute shortage of skilled workers, particularly in the “blue collar” and agricultural sectors. The one barrier to supplying that labour is housing options. There need to be housing options that are affordable, attainable, and even include rentals. This solution might also partially encourage youth and cultural practitioners to consider St Marys as the place to live, work, and play.

Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
Attainable and Mixed-Use Housing	In order to get the “right demographic mix” for St Marys, it will be essential to ensure housing stock is flexible and attractive for youth, workers, and immigrants, and persons of all abilities.	Identify in the Official Plan development areas that would be key growth areas among targeted demographics.	<ul style="list-style-type: none"><li>Official Plan review in progress and scheduled for completion in the spring of 2018. This tactic to be reviewed by the Planning Advisory Committee and Council throughout the review.</li></ul>	Address infrastructure needs to best ensure development capacity.	<ul style="list-style-type: none"><li>Hard infrastructure forecasting completed as a part of the 2017 Development Charges Review.</li><li>Recreation infrastructure forecasting completed as a part of the 2017 Recreation Master Plan. This includes forecasting amenities and strategies required for youth attraction and to accommodate the Town's aging population.</li><li>2017 Capital Plan approved with an approximate \$8M spending on infrastructure renewal.</li></ul>			<ul style="list-style-type: none"><li>Study on best practices in policy approaches to encourage attainable housing pending from the Stratford Social Services Department. Will research and review these policy tools for recommendations to Council. As a part of the Official Plan Review.</li><li>Zoning By-Law review planned for 2019.</li></ul>
		Encourage businesses to convert second-storey spaces into rentals.	<ul style="list-style-type: none"><li>Introduced the Heritage Tax Rebate program to incentivize investment into new or updated residential spaces in the HCD.</li></ul>	Create direct municipal investments to assure that housing that is affordable is created in the community.				
		Investigate the prospect of medium density housing in the downtown and surrounding areas (infill and new development spaces: “building in and building up”).	<ul style="list-style-type: none"><li>Met with the Conservation Authority to determine the possibility an options for increased residential development in the Downtown Core.</li><li>Approved a number of infill development proposals throughout 2017.</li></ul>					
Explore alternative forms of housing	To ensure affordability new forms of housing styles should be investigated, for example amongst millennials smaller "tiny houses" are becoming a popular alternative.	Review municipal policies to allow for non-traditional and alternative housing models, including accessible homes.		Align land use policy to encourage new housing types and approaches.		Assess the success of this initiative		
		In addition investigate environmentally sustainable housing types as a pilot.		Create a communication strategy for the community and as attraction, assuring buy-in for this approach.		Include this new approach to alternative housing in future marketing and promotion strategies.		
Seek public-private partnership models	New approach to housing may require a different	Investigate and develop a range of possible	<ul style="list-style-type: none"><li>Study on best practices in policy</li></ul>	Establish policy and budget parameters to		Launch a pilot build.		



Strategic Priorities	Outcome Statements	Short-Term		Mid-Term		Long-Term		What's Next
		Initiatives	Achievements	Initiatives	Achievements	Initiatives	Achievements	
	form of initial financial investment to get established.	approaches to launch a renewed housing strategy, designed to meet the current affordability and demographic challenges	approaches to encourage attainable housing underway by the Stratford Social Services Department.	enable new approaches to meeting the housing affordability challenges based on research findings. Seek partnerships from other levels of government to realize this action.		Evaluate its success and plan accordingly for future activities.		
Prioritize Town-Owned Property Assets	Given the large number of Town-owned lands and properties, funding for many of the other initiatives in this revised Strategic Plan may require the sale or lease of these assets.	Develop a short-list of essential versus non-essential Town-owned assets and make key decisions about their future.						
		Explore options for those assets deemed non-essential (sale, lease, partnerships, etc.).	<ul style="list-style-type: none"><li>Divested 121 Ontario Street (West Ward School) for the purposes of residential development (rentals).</li></ul>					