

Strategic Plan 2018-2028

Compiled 2Q 2018



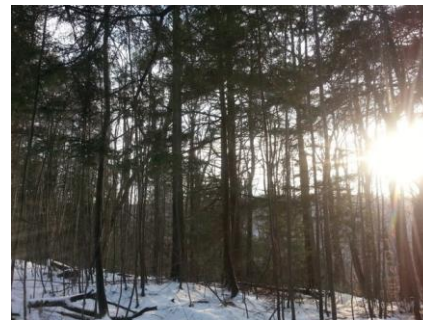
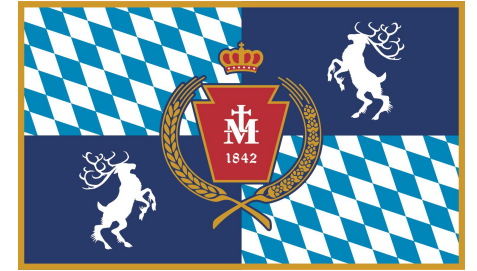
Saint Marys Vision and Mission

City of Saint Marys: Vision

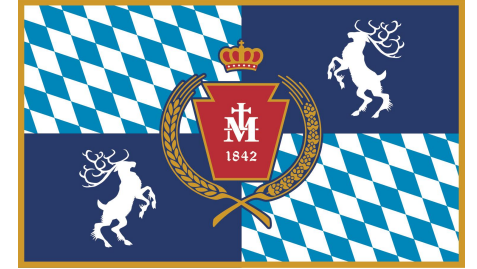
To be the preferred industrial city in the Pennsylvania Wilds region through celebrating heritage, tradition, and entrepreneurship.

Overall Target

Using 2010 as a baseline population:
Maintain and increase city residency by 2030



City of Saint Marys: Mission



The City of Saint Marys partners with residents, businesses, and community organizations to promote citizen engagement, enhance community economic development, and improve government operations.

1) Promote Citizen Engagement

- A) Establish safe neighborhoods
- B) Create a culture of pride and ownership
- C) Encourage frequent, positive community gatherings

2) Enhance Community Economic Development

- A) Promote local business success
- B) Provide an attractive business environment for industrial & retail companies

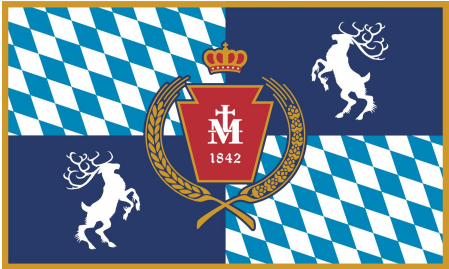
3) Improve Government Operations

- A) Ensure fiscal responsibility across all government entities
- B) Promote active communication between city employees, officials, and residents



Building Community

1) Promote Citizen Engagement



Goals

Metrics

A) Establish safe neighborhoods

Crime Rate/Drug arrest rate/Police call rate/Net migration

B) Create a culture of pride and ownership

Litter cleanup rates/council meeting attendance/beautification man-hours

C) Encourage frequent, positive community gatherings

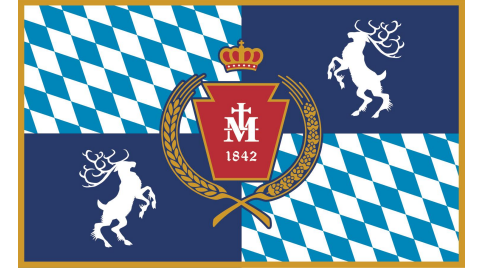
Frequency and attendance of city-supported community gatherings

Tactics and Metrics



Goals	Metrics	Actions
Safe Neighborhoods	Crime Rate / Police Call Rate	Partner with county task force to increase visibility in Saint Marys reducing crime rate and increase drug arrests
	Drug Abuse Rate	Engage county resources to increase programs to at-risk youth and families targeting drug prevention
		Establish a program mirroring the Blair County Our Town program to wall off the city and county from new drug traffic
		Develop a housing development plan to build out new construction and upgrade existing housing stock.
Proud Culture	Number of Articles in local papers / Social Media Awareness (SEO)	Highlight history of the City with regular communications throughout the region
	New Businesses Opened	Provide small tax subsidies for local businesses which highlight the heritage of the city
		Establish a "historic walk" district highlighting local historic sites within the City
		Re-establish a connection to the Bavarian region of Germany
		Collaborate with the Diocese and Catholic Church to build on the role of local community within the Christian faith.
		Establish a Youth Council to get teens engaged in the community empowering them to submit ideas and manage projects to better our community.
Community Gatherings	Total Events	Host at least 4 city-supported community gatherings annually
	Participation Rate	Require all authorities, boards, and commissions to host or participate in a community function
	Total Events on the Diamond	Improve the physical properties of the Diamond for better use as a community gathering space.

2) Enhance Community Economic Development



Goals

Metrics

A) Promote local business success

New business startup rates/Tourism rates/Hotel Taxes

B) Provide an attractive business environment for industrial and retail companies

Downtown pedestrian traffic count/Target Zone development rates/Investment funding rates

Tactics and Metrics



Goals	Metrics	Actions
Promote Local Business Success		Coordinate a long-term economic development plan across the Chamber, Economic Development Committee, and Redevelopment Authority
		Create a new marketing plan to attract new businesses and tourism to Saint Marys
		Develop a fresh city website to make information easy to find and actionable
		Relaunch our support of local businesses and entrepreneurs to ensure they have the information and documentation required to succeed in Saint Marys
		Improve downtown traffic patterns to better manage industrial thruways and retail districts increasing pedestrian access and safety
Attractive Business Environment		Create a modern zoning plan that supports work and life within the city
	100% Compliance	Require all authorities, boards, and commissions to show a balanced budget annually by 2020
		Connect with local business leaders to share challenges, areas of improvement within the city and understand their business development and expansion plans for the next 10 years
		Survey local population to understand key gaps in current services offered by the city which could make the area more attractive to potential residents
		Promote city policies, ordinances, and norms to improve awareness of procedures for business investment and development



Government Efficiency

3) Improve Government Operations



Goals

A) Ensure fiscal responsibility across all government entities

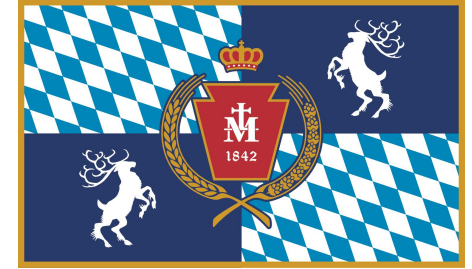
B) Promote active communication between city employees, officials, and residents

Metrics

Available investment capital (capital projects)/Parking net income

First time citizen participation rate/time to receive permits/Time to answer inquiries/Frequency of city communications/Number of town-hall events

Tactics and Metrics



Goals	Metrics	Actions
Fiscal Responsibility	Available Investment Capital	Create a 10-year plan for revenues supporting daily operations and capital investments
	Parking Net Income	Develop an income-positive parking revenue plan
	Gross Revenue	Identify and pursue at least 2 additional sources of income for the City adding to an annual revenue increase of at least 5%
	Pension Funding Rate	Maintain 100% funding for pensions
	Total Expenses	Continue to keep expenses inline with revenues
Improved Operational Visibility	New Board Members	Increase participation in city authorities, boards, and commissions by new citizens
	Time to Permit Decision	Decrease the time it takes to come to a final decision on permitting and licensure.
	Count of City Hall Communications	Increase the communications using social media and online tools from City Hall on events, new services, changes to existing services, and other items of interest to the citizens
		Improve the delivery of news articles and information to our traditional print and radio outlets locally
	Town Halls	Hold 4 town halls a year to discuss citizen highlighted areas of interest and concerns

Appendix

Relationship of terms: Building a strategic plan



Future position that is envisioned

Objectives as to how the city operates

Success factors

Measurable ways to identify success

Detailed activities that are owned by groups or individuals