	А	В	С	D	Е	F	G	н
1			2020 Kev Pe	erformar	nce Obi	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			-		-			m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4						1, 2020		
5		<u> </u>			Targe	t Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
8							ECONOM	IIC DEVELOPMENT
9								
	1.Partner to diversify the local economy and promote Parry Sound as the regional centre.	S	` '	CAO's Office	2020	2023		Council approved a further 3-year commitment to the Regional Economic Development Collabortive. The CAO for the Town of Parry Sound was appointed Vice Chair. Regional Economic Development Officer successfully recruited.  Apr 16/21: The Regional EDO has presented a 3 year workplan to the Steering Committee. The Regional EDO has been meeting with stakeholders in the community and has introduced himself to the area Councils.  July 16/21: Each municipality approved revised terms of reference for the collaborative. Since then each municipality has appointed a representive to the Stakeholder Board. The Board recently met for the inaugural meeting and appointed a Chair and Vice-Chair.  Oct 15/21: The Committee members are the area CAOs. The Chair was McKellar's CAO. With his leaving McKellar the new Chair is The Archipelago's CAO, effective October 6th. Regional economic development operates on a 3 year FedNor funding cycle. Preliminary discussions have started regarding the need to have a more long term certainty and continuity in terms of staff resources and funding.  Jan 28/22: The Stakeholder Board met on November 30, 2021. In early January the first media release was issued, 2021 in review. The media release was a joint release from the Town and the Regional Economic Development Collaborative. Currently the Collobrative operates in 3 year cycles, largely funded by FedNor. This approach makes it difficult to plan long term and ensure continuity in programs, staffing, etc.

	Α	В	С	D	Е	F	G	н
1			2020 Key Pe	erformar	nce Obi	ectives	(KPOs) updated wit	th 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			-		-			om this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4						01, 2020		
5		((			Targe	t Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
11								Aug 9/22: The Collaborative is discussing ways in which the program could become permanent. The merits of three models were researched 1) Current voluntary paricipation model; 2) Establish an economic development corporation; 3) A department of a municipality. In addition funding models were discussed. The Town has an EDO and part of the mandate is to support the Industrial Park and the Airport, in addition to the Town. Area municipalities benefit from the EDO's work. The EDO's costs are entirely born by the Town and the Town also contributes to the Regional EDO costs. The question was put to the collaborative of about including the Town's EDO costs in the cost sharing allocation.  Sept/22: The Collaborative agreed to issue an RFP to develop an economic development strategy and make recommendations regarding an appropriate governance structure to execute the strategy.
								Apr 24/23: The first of 2 facilitated workshops with the Stakeholder Board recently took place. A second facilitated session is being scheduled in the coming weeks. The objective is for the Board to make a recommendation to the respective Councils regarding the strategic direction of regional economic development going forward  July 14/23: The second failitated session took place on May 23/23. A report setting out the findings is being drafted and a follow up meeting is being scheduled to discuss the results.  In late 2023 three of the seven WPS municipalities indicated they do not wish to continue to support regional economic development. The remaining 4 municipalities, Parry Sound, The Archipelago,  Carling and Whitestone recognize the importance of economic development and want to investigate opportunitiesfor it to continue. In 2024 Karen Jones Consulting was engaged to understand what organizations in West Parry Sound provide aspects of economic development and assess if there are opportunities to collaborate. That work is currently underway.  Sept 6/24: In late 2023 Seguin and McKellar advised they would not be continuing as part of the Collaborative. The remaing partners engaged a consultant to meet with the various organizations in the area that support economic development and develop options for the Collaborative going forward. That report was completed in the early summer and will be discussed by the Board and each of the member Councils.
12								
13								

	А	В	С	D	Е	F	G	Н
1			2020 Key Pe	erformai	nce Obi	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			-		-	•		m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4			(items comple	led by De	ecember	31, 2023	nave been removed iro	In this update, see 2023 310 Qti KPO opdate 2023 09 30 for previous KPOs)
5					Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
14			1.2 Develop an Investment Attraction Strategy	Ec Dev	TBD	TBD	1. Prepare and issue an RFP for development of the Town of Parry Sound Investment Attraction Strategy (to include opportunities for target growth areas, business incentives, marketing toolkits, etc.)	Apr 12/24: Pending recruitment of an EDO.
15							2. Appoint a consultant to lead the project.	
16	_						3. Complete the Parry Sound Investment Attraction Strategy.	
17							4. Implement the Investment Attraction Strategy.	
18								
19			1.3 Increase Engagement & Communi- cation with Business	Ec Dev	TBD	TBD	1. Identify and create a communication strategy that effectively reaches the business community on a regular basis, i.e. social media, email, newsletters, regular in person meetings, etc.	Apr 12/24: Pending recruitment of an EDO.

	Α	В	С	D	Е	F	G	Н
2			2020 Key Po	erformai	nce Obj	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by Do	ecember	31, 2023	have been removed from	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4					Torge	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
20							2. Reach out to new businesses in town and profile them on social media (Instagram).	
21							3. Profile business community events on social media (Instagram, e-mail blasts, etc.).	
22							4. Use periodic roundtable discussions to share information and engage the business community in problem solving.	
23							5. Increase direct engagement with the DBA, Chamber of Commerce and CB&DC.	
24							6. Evaluate creating an ambassador program;	
25								
26			1.4 Continue to support Downtown Revitalization	Public Works	2024	2024		
27								

m Obj	y Perfor- nance bjective (KPO)		-		cember			n 2023 Strategic Action Plan (updates in blue September 6, 2024) m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
3	y Perfor- mance bjective (KPO)		(Items comple	ted by De Lead Depart	Targe	31, 2023 et Date	have been removed from	n this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
5   Key m Obj (# 6 7	y Perfor- nance bjective (KPO)			Lead Depart	Targe	et Date	_	
Key m Obj (F 6	y Perfor- mance bjective (KPO)	Strategic (S) Operational (O)	Description	Depart			Action Items	
6 7	y Perfor- mance bjective (KPO)	Strategic (S) Operational ((	Description	Depart	Start	ompletion	Action Items	0
28						Ö		Comments
23								
20			3	Plan- ning	2024	2024	the Façade Improvement Grants	Ongoing: Continued partnership with internal departments, Downtown Business Association and Chamber to better promote the program.  Feb/24: Committee Terms of Reference has been updated to provide flexibility for administration of the Committee  Apr 12/24: Staff have requested additional funding through the 2024 budget for façade improvement to help offset increased costs for applicants.  Apr 12/24: Ongoing discussions with the Facade Improvement Committee regarding improvements to the program.  Sept/24: Staff to unveil a Facade Improvement Program Demonstration Guideline to help administer and promote the program
30								
31								
33							1	

ey Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	-		ecember			n 2023 Strategic Action Plan (updates in blue September 6, 2024) m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
mance Objective	strategic (S) perational (O)	(Items comple	eted by De	ecember	· 31, 2023		-
mance Objective	strategic (S) perational (O)						
mance Objective	strategic (S) perational (O)	Description	l ead	Targe	et Date		
mance Objective	strategic (S) perational (G	Description	l ead				
	o d		Depart ment	Start	Completion	Action Items	Comments
		1.6 Continue to support Workforce Development Training	Ec Dev	TBD	TBD	Conduct periodic surveys of business needs.	Apr 12/24: Pending recruitment of an EDO.
						2. Regularly advise local businesses re: available funding for training from IION, NOHFC and FedNor.	
						3. Investigate opportunities for coop students	
						4. Collaborate with Canadore College to establish short-term trades training courses (e.g., carpenters, welders, etc.) at the West Parry Sound Canadore Campus (Note: Min. class size is 12 students).	
							students  4. Collaborate with Canadore College to establish short-term trades training courses (e.g., carpenters, welders, etc.) at the West Parry Sound Canadore Campus (Note: Min. class size is

	А	В	С	D	Е	F	G	н
2			2020 Key Po	erformar	nce Obj	ectives	(KPOs) updated with	h 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	ecember	31, 2023	B have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		<u> </u>			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
39			1.7 Strengthen Connections with Partners to support & strengthen Newcomer Recruitment & Programs	Ec Dev	TBD	TBD	1. Partner with Parry Sound Friends of Newcomers (a not-for-profit volunteer organization set up by the Parry Sound Rotary Club) to identify opportunities to support newcomers arriving in town.	Apr 12/24: Pending recruitment of an EDO.
40							2. Regularly consult with local businesses re: their staffing needs and direct newcomers to appropriate positions.	•
41							3. Partner with the Newcomer Centre of Peel to attract newcomers from the GTA relocate to Parry Sound.	
42							<ul><li>4. Organize FAM tours of newcomers from the GTA to Parry Sound and local employers.</li><li>5. Prepare a Town's</li></ul>	
43							Welcome Package for newcomers.	

career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  4. Actively seek funding for co-op and summer employment of students with the municipality.  4. Career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  4. Actively seek funding for co-op and summer employment of students with the municipality.  4. Actively seek funding for co-op and summer employment of students with the municipality.  4. Actively seek funding for co-op and summer employment of students with the municipality.		А	В	С	D	Е	F	G	Н
Start   Star	_			2020 Key Pe	erforma	nce Obj	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
Rey Performance Objective (KPO)   Fig.   Page   P				(Items comple	eted by De	ecember	31, 2023	B have been removed from	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
Key Performance Objective (KPO)   Fig. 2   Start   S									
6. Advocate and monitor developments such as the RNIP (Rural and Northern Immigration Pilot) program.  1.8 Develop a Youth Out-Migration & Ec Dev Engagement Strategy  1. Establish contacts with post-secondary institutions in the area  2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  48  48  49  49  49  40  41  42  44  45  45  1. Establish contacts with many established contacts with the High School and the College with the High School and the College with post-secondary institutions in the area  45  46  47  48  48  49  48  49  49  48  49  49  48  48	5		6			Targe	et Date		
developments such as the RNIP (Rural and Northern Immigration Pilot) program.  45  1.8 Develop a Youth Out-Migration & Engagement Strategy  1. Establish contacts with post-secondary institutions in the area  2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  48  48  49  49  49  49  49  49  49  40  40  41  41  42  42  43  44  45  46  47  48  48  48  48  48  48  48  48  48	6	mance Objective	Strategic (S) Operational (0	Description	Depart	Start	Completion	Action Items	Comments
developments such as the RNIP (Rural and Northern Immigration Pilot) program.  45  1.8 Develop a Youth Out-Migration & Engagement Strategy  1. Establish contacts with post-secondary institutions in the area  2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  48  48  49  49  49  49  49  49  49  40  40  41  41  42  42  43  44  45  46  47  48  48  48  48  48  48  48  48  48	7								
1. Establish contacts Migration & Ec Dev Migration & Engagement Strategy  2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  48  1. Establish contacts with post-secondary institutions in the area  1. Establish contacts with post-secondary institutions in the area  2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  4. Actively seek funding for co-op and summer employment of students with the municipality.  Apr 12/24: Manager of HR has established contacts with the High School and the College  Apr 12/24: Director of Public Works spoke to a group of high school students as part of their Tradesperson Showcase.  apr 12/24: Although not local youth, the Director of Public Works spoke to a group of law students at the University of Windsor. Topics included beaches and waterfronts in terms of risk assessment, public liability and risk mitigation.  Waterfront Advisory Committee (WAC) is activity working to recruit a youth member to the community.  Waterfront Masterplan. This includes involving youth in the community.  Apr 12/24: The Town has created the following opportunities for high school Co-op students, Operations students, Mechanics Helper, Fire Prevention Officer student.	_							developments such as the RNIP (Rural and Northern Immigration	
Youth Out- Migration & Engagement Strategy  1. Establish contacts with post-secondary institutions in the area  2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc.  48  49  49  1. Establish contacts with post-secondary institutions in the area  1. Establish contacts with post-secondary institutions in the area  1. Establish contacts with post-secondary institutions in the area  1. Establish contacts with post-secondary institutions in the area  1. Establish contacts with post-secondary institutions in the area  1. Establish contacts with post-secondary institutions in the area  1. Establish contacts with post-secondary institutions in the area  2. Identify ways to expose local youth to municipal and other care opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committee.  4. Actively seek funding for co-op and summer employment of students with the municipality.  4. Actively seek funding for co-op and summer employment of students with the municipality.	45								
expose local youth to municipal and other career opportunities in West Parry Sound.  3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc  4. Actively seek funding for co-op and summer employment of students with the municipality.  Expose local youth to municipal and other career opportunities in West Parry Sound.  Tradesperson Showcase.  apr 12/24: Although not local youth, the Director of Public Works spoke to a group of law students at the University of Windsor. Topics included beaches and waterfronts in terms of risk assessment, public liability and risk mitigation.  Waterfront Advisory Committee (WAC) is activity working to recruit a youth member to the committee.  The WAC is investigating ways to provide input and support the OP review and the update of the Waterfront Masterplan. This includes involving youth in the community.  Apr 12/24: The Town has created the following opportunities for high school Co-op students, Operations students, Mechanics Helper, Fire Prevention Officer student.	46			Youth Out- Migration & Engagement		TBD	TBD	with post-secondary	Apr 12/24: Manager of HR has established contacts with the High School and the College
community with the youth by offering them an opportunity to participate on boards, committees, etc  48  48  48  49  Committee.  The WAC is investigating ways to provide input and support the OP review and the update of the Waterfront Masterplan. This includes involving youth in the community.  Apr 12/24: The Town has created the following opportunities for high school Co-op students, Operations students, Mechanics Helper, Fire Prevention Officer student.	47							expose local youth to municipal and other career opportunities in	Tradesperson Showcase.  apr 12/24: Although not local youth, the Director of Public Works spoke to a group of law students at the University of Windsor. Topics included beaches and waterfronts in terms of risk assessment,
4. Actively seek funding for co-op and summer employment of students with the municipality.  Operations students, Mechanics Helper, Fire Prevention Officer student.	48							community with the youth by offering them an opportunity to participate on boards,	committee. The WAC is investigating ways to provide input and support the OP review and the update of the Waterfront Masterplan. This includes involving youth in the community.
								4. Actively seek funding for co-op and summer employment of students	
50									

	А	В	С	D	Е	F	G	Н
2			2020 Key Pe	erforma	nce Obj	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by Do	ecember	31, 2023	have been removed from	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		<b>(</b> )			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
51			1.9 Research MAT Feasibility	Finance	2024	2025- 2027	1. Develop background information re: MAT tax, how other municipalities are running their program, outsourcing collection possibilities, licensing requirements for specific businesses, and details specific to the Town of Parry Sound.	Sept 6/24: Reseach is continuing. Looking at other municipalities how their operations have been set up, their by-laws and how they have licensed AirB&B's and Bed and Breakfast
52							Initiate a cross-departmental project team of internal staff to move this project forward; consider including economic development, tourism functions and finance.      Develop a listing of	Sept 6/24: Cross departmental project team has been established. It is hoped to meet in October.
53							community organizations and stakeholders with an interest in this topic.	

	А	В	С	D	E	F	G	Н
2			2020 Key Pe	erformar	nce Obj	ectives	(KPOs) updated with	n 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	ecember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		<u>(</u>			Targe	et Date	=	
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
54							4. Develop a case study on how the Town can make the logistics of this program work.	
55							5. Action plan for the allocation of the revenues and what the potential benefits of the program will be	
							6. Seek out community	
56							input 7. Present the decision	
57							before Council	
58								
59			1.10 Support & Strengthen Tourism Sector	Ec Dev	TBD	TBD	1. Increased external marketing of Parry Sound as the place to visit and enjoy year-round. Focus on growing year-round tourism.	Apr 12/24: Pending recruitment of an EDO.
60							2. Collaborate with the DBA and the Chamber to establish an information kiosk at the Waterfront.	Apr 12/24: Council endorsed and approved funding for a kiosk.

	1				T	1	•	
_	Α	В	С	D	E	F	G	Н
2			2020 Key Pe	erformar	nce Obj	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	ecember	31, 2023	have been removed from	n this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		(			Targe	t Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
61							3. Investigate extending the cruise ship shuttle bus route to include additional stops at new businesses and tourism attractions.	
62							4. Work with local businesses to develop gastro tours for cruise ship passengers and other groups.  5. Lobby RTO12 to open a rep office in Parry Sound.	
64							Journa.	
υ4								

	Α	В	С	D	Е	F	G	Н
2			2020 Key Pe	erforma	nce Ob	jectives	(KPOs) updated with	n 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by D	ecember	· 31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
5					Targ	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								Invited the Minister of Government and Consumer Services, the Honourable Lisa Thompson to Parry
	2.Take action to develop the waterfront	S	2.1 Lobby the Provincial government to declare 7 Bay St. as surplus lands for the potential acquisition of the property by the Town or developer.	CAO's Office	2020	Until Pro- vince de- clares pro- perty surplus		Sound. On October 27th met with the Minister, provided an overview of 7 Bay St. in the context of waterfront development and provided a tour of the immediate area.  July 16/21: Staff have been in contact with the Regional Director of DFO responsible for real estate to set up meeting and discuss the MNRF utilizing a portion of the Coast Guard Base. MPP Norm Miller has been in contact with his colleagues at Queen's Park. The Town has requested a delegation with the Province at the AMO conference.  Oct 15/21: The delegation was approved by the Province and was attended by the Mayor and CAO. On August 16th the delegation was fortunate to have met with the Minister of Natural Resources and Forestry and the Minister of Government Services. There was a commitment to seriously explore declaring the property as surplus and divesting of it. Following the delegation the MNRF has confirmed their program needs. In September Infrastructure Ontario sent out a request seeking information regarding alternative accommodation that would meet the MNRF specifications. On Friday October 8th the local MPP, Mayor and CAO toured 7 Bay St. to better understand the MNRF operations and their future needs.  Jan 28/22 Infrastructure Ontario (IO) is responsible for managing provincial real estate. In the 4th Qtr of 2021 they continued to work with the MNRF to confirm their requirements, solicit interest and make inquiries regarding potential alternate locations and report back to appropriate Ministry staff. The Town expect an update from IO in February 2022.  Apr 13/22: IO has delayed providing an update to the Town. The timing of the update is unknown. Apr 12/24: The Province has an announcement scheduled for April 19, 2024.  Aug/24: delegated with the Minister of Infrastructure to request the involvement of the Town in the disposition process.
65 66			2.2 Review and Update Waterfront Master Plan	Plan- ning	2024	2024	Initiate a Waterfront Master Plan Study in 2024	Apr. 12/24: Preliminary discussions taking place regarding the Waterfront Master Plan. Jun/24: Approval received from Council to initiate a Waterfront Master Plan with MHBC July/24: Staff met with MHBC and provided a comprehensive tour of the waterfront with MHBC Aug/ 24: Kick off meeting with MHBC Oct/24: Kick off meeting planned for the WMP for public engagement

		_	•					
1	A	В	С	D	E	F	G	Н
2	-		2020 Key Pe	erforman	ice Obj	ectives	(KPOs) updated with	1 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	cember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		(			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
68								
69								
70	3. Plan for future capacity	S	3.1 Construction Standards		2nd qtr 2021	4th qtr 2023		Develop construction standards that are consistent across all developments within the Town. Having standards in place sets the Town's expectations upfront and reduces surprises/conflict later in the process.  Oct 15/21: Construction standards being compiled - consultant review may be required prior to adoption for 2022.  July 28/22: DC and Capacity analysis have delayed Construction standards and ability to allocate needed resources to the project. Target is 4th Quarter 2022  Oct 31/23: Tatham Engineering - provided staff with a draft - currently under review
72								

	Α	В	С	D	Е	F	G	Н
2			2020 Key Pe	erformar	nce Obj	ectives	(KPOs) updated with	n 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	ecember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		- 6			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
73		S		Develop- ment & Protec- tive Ser- vices	2nd qtr 2020	3rd qtr 2022		Increase engagement and communication between departments at various levels to reduce uncertainty and increase predictability. To date, departments have increased internal communication and discussed ways to strengthen coordination.  July 16/21: There is a commitment that there be an ongoing process to improve communication and the greater involvement of staff on issues.  Oct 15/21: Full staff invovlement in development application review; Building and PW collaborating on connection processes to streamline the experience for the customer and efficiently allocate staff resources.  Jan 28/22: Progress has slowed due to the absence of the Town Planner.  Jan 12/23: New Town Planner has been assessing processes since arrival. Establishing a plan for efficient and effective review of development process. With staff delegation of Site Plan Approval this will require the modification of a few different components of the development process than previously expected. Review and implementation expected to occur over 2023.
74								
75			3.3 Continue to Invest in Infrastructure Improve- ments	Public Works	2024	2024		Apr 12/24: Grant application for \$18m being submitted to the province to increase the capacity of Pump Station 2 and construct a new forcemain to the wastewater treatment plant.  The 2024 capital budget includes \$7.2m in additional capital investment and a further \$2.7m of additional funding for previously approved capital projects.
76								

	А	В	С	D	Е	F	G	н
1			2020 Key Pe	erforma	nce Obj	ectives	(KPOs) updated with	1 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	ecember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Targe Start	Completion Bard to	Action Items	Comments
7								
77 78								
79			an Inflow &	Public Works - Waste- water	2024	2024		Feb 29/24: Staff have been working with MECP funding to help facilitate near real time reporting of bypasses and overflows (should they occur) and have engaged with a firm who has developed a monitoring and reporting system that can be deployed throughout our infrastructure and scaled as necessary, to allow us to better pinpoint areas of significance that will allow for concentrated removal of inflow and infiltration sources
80								
81					1	1		
82								

	А	В	С	D	E	F	G	н
1		, l	2020 Key Pe	erformar	ce Obj	ectives	(KPOs) updated with	h 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	cember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4						,		
5		6			Targe	t Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7	4. Support housing options across the spectrum		4.1 Increase Attainable Housing Options	Develop ment & Protec- tive Ser- vices		on- going		Comphrehensive Zoning By-law update distributed internally for review and comment. Enacted accessory and ancillary dwelling units. Council provided a letter of support to Parry Sound Non-Profit Housing for a funding application. Actively responding to inquiries and processing a number of residential housing applications offering a range of housing options. July 11 / 2022. Consultation with DSSAB on funding opportunites for residents to gain access to Forgivable Loans to renovate or construct accessory and ancillary dwelling units.  Oct 13/21: Accessory and ancillary dwelling units are now permitted in parent Zoning By-law, allowing additional rental opportunities and housing options as-of-right.  Jan 28/22: The Town and the various departments within the Town continue to work closely with the development Industry increrase the supply and mix of housing available.  Apr 13/22: Report will be coming forward to refund building permit fees as a way to incent the creating of accessory dwelling units.  July 7/22: Report presented and by-law approved at May 17/22 Council meeting allowing refunds to be given to applicants of eligible permits for accessory dwellings that apply between June 1 and Nov 30. Report re: uptake by residents to be presented after the 6-months are over.  Jan 12/23: Official Plan review included in 2023 Operating Budget will allow for the assessment and possible implementation of a number of initiatives to provide opportunities for attainable housing. Apr 28/23: Town will be selling approx. 23 acres on Parry Sound Rd. for housing. June 22/23: RFP to sell the land was published this date  Sept/24: Official Plan review draft to include policies aimed at increasing housing in Parry Sound
84				1				

	А	В	С	D	l F	l F	G	Н
1	,		0000 Kan D		Ob:		-	·
2			2020 Key P	ertorma	nce Obj	ectives	(KPOS) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by D	ecember	31, 2023	have been removed from	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		- 6			Targe	et Date		
	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
85			4.2 Develop a Housing Strategy	Plan- ning	1.5(1.57)	2028- 2030	Review existing     policies     Investigate     opportunities for housing     (i.e. surplus lands, grant opportunities)	Ongoing: Staff are reviewing existing policy through the Official Plan Review.  Staff have reviewed existing by-laws regarding second and ancilliary dwelling units.  Jan/24: A Functional Servicing Report has been drafted for 71 Parry Sound Road.  Apr 12/24: Staff have collaborated with Public Works on Grant for reconstruction of Pump Station #2.
								Sept/24: Staff attending OPPI Conference with a focus on housing initiatives
86								
87								
88								
89							QU	ALITY OF LIFE
90								
91								

2020 Key Performance Objectives (KPOs) updated with 2023 Strategic Action Plan (updates in blue September 6, 2024)  (Items completed by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)  Key Performance Objective (KPO)  Key Performance Objective (KPO)  Example 1  Description Depart ment  Example 2  Action Items Comments  Comments  Comments  Comments  Comments  Oct 15/21: The MSB was created September 10, 2021. The municipal funding partners have appointed members to the Board and the first meeting was held September 10, 2021. The Perist Nation advisory representatives have not been appointed at this time. The Board Chair is Donald Sanderson and the Vice Chair is Mayor McGarvey.  Jan 28/22: The Project Manager RFD closed February 14th. The Stereing Committee evaluated the responses and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFD roject Manager RFD closed February 14th. The Stereing Committee evaluated the responses and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFD roject Manager RFD closed February 14th. The Stereing Committee evaluated the responses and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFD roject Manager RFD closed February 14th. The Stereing Committee evaluated the responses and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFD roject Manager RFD closed February 14th. The Stereing Committee evaluated the responses and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFD roject Manager RFD closed February 14th. The Stereing Committee evaluated the responses and minutesare available on the Town's Web site. The more noteworthy direction on a number of topics. The Board Chair is Response and minutesare available on the Town's Web site. The more noteworthy direction on the Response of the Measure of the September 10, 2	3 4 5	^	<u> </u>			L			
Repeated by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 31, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 32, 2023 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 32, 2024 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 32, 2024 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 32, 2024 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)   Repeated by December 32, 2024 have been removed from this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous december 32, 2023 3rd Qtr KPO Update 2023 09 30 for previous 4023 400 and 100 previous 400 previou	3 4 5			2020 Kar D	rforms:	200 Ob	iootivoo		h 2022 Strategia Action Plan (undates in blue Sentember 6, 2024)
Key Performance Objective (KPO)  1. Work with partners to increase recreational opportunities  1. 1. CAO's Centre(MSB)  1. Office Centre(MSB)  2. Office Centre(MSB)  2. Office Centre(MSB)  2. Office Centre(MSB)  3. Office Centre(	4 5							· · · · · · · · · · · · · · · · · · ·	
Rey Performance Objective (KPO)   February	5			(Items comple	eted by Do	ecember	31, 2023	have been removed fro	om this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
Key Performance Objective (KPO)  7  1. Work with partners to increase recreational opportunities  1.1 Recreation & CAO's Culture Centre(MSB)  Opportunities  Action Items  Comments  Conments  Comments  Comments  Cot 15/21: The MSB was created September 10, 2021. The municipal funding partners have appointed members to the Board and the first meeting was held September 10, 2021. The 2 First Nation advisory representatives have not been appointed at this time. The Board Chair is Donald Sanderson and the Vice Chair is Mayor McGarvey.  Jan 28/22: The Board met on December 8, 2021 and provided direction on a number of topics. The Board agendas and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFP for Project Manager RFP closed February 14th. The Steering Committee evaluated the responses and presented recommendations to the March 30, 2022 MSB meeting.  Aug 9/22: The Project Manager RFP closed February 14th. They are in the process of reviewing background comments, reviewing/updating the project plan and conducting an order of magnitude cost update.  Sept/22: the Board authorized the issuance of an RFP for architectural services  Dec/22: MSB awarded the Architectural Services contract to CS&P Architects and the MSB made the decision to, rather than a 4 lane.  Apr 28/23: The MSB has hired a Construction Manager at risk. The design of the facility continues. Along with the design is a refinement to the cost estimates to ensure they are with the approved on a Canada and a face.  Apr 28/23: The MSB has hired a Construction Manager at risk. The design of the facility continues.  Along with the design is a refinement of the cost estimates to ensure they are with the approved on the cost						Targe	et Date		
Oct 15/21: The MSB was created September 10, 2021. The municipal funding partners have appointed members to the Board and the first meeting was held September 10, 2021. The 2 First Nation advisory representatives have not been appointed at this time. The Board Chair is Donald Sanderson and the Vice Chair is Mayor McGarvey.  Jan 28/22: The Board met on December 8, 2021 and provided direction on a number of topics. The Board agendas and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFP for Project Management Services to the Board for the design and construction or recreation & Cultural Centre. The RFP is targeted for issuance in early January.  Apr 13/22: The Project Manager RFP closed February 14th. The Steering Committee evaluated the responses and presented recommendations to the March 30, 2022 MSB meeting.  Aug 9/22: The Project Manager has been engaged. They are in the process of reviewing background documents, reviewing/updating the project plan and conducting an order of magnitude cost update.  Septez: the Board authorized the issuance of an RFP for architectural services.  Dec/22: MSB awarded the Architectural Services contract to CS&P Architects and the MSB made the decision to go to a 6 lane pool, rather than a 4 lane.  Apr 28/23: The MSB has hired a Construction Manager at risk. The design of the facility continues. Along with the design is a refinement of the cost estimates to ensure they are within the approved construction budget.  a change in site was approved by the MSB. At the request of the MSB the Town put in a conditional offer to acquire the site in October 2023.  ICIP approved the new site. Tenders awarded by the MSB in March, other tenders yet to be awarded. Project tracking on budget. Land acquisition closes April 16, 2024.		mance Objective	Strategic (S) Operational (O)	Description	Depart			Action Items	Comments
93	92	with partners to increase recreational opportu-	()	Recreation & Culture					appointed members to the Board and the first meeting was held September 10, 2021. The 2 First Nation advisory representatives have not been appointed at this time. The Board Chair is Donald Sanderson and the Vice Chair is Mayor McGarvey.  Jan 28/22: The Board met on December 8, 2021 and provided direction on a number of topics. The Board agendas and minutesare available on the Town's Web site. The more noteworthy direction was to issue a RFP for Project Management Services to the Board for the design and construction or recreation & Cultural Centre. The RFP is targeted for issuance in early January.  Apr 13/22: The Project Manager RFP closed February 14th. The Steering Committee evaluated the responses and presented recommendations to the March 30, 2022 MSB meeting.  Aug 9/22: The Project Manager has been engaged. They are in the process of reviewing background documents, reviewing/updating the project plan and conducting an order of magnitude cost update.  Sept/22: the Board authorized the issuance of an RFP for architectural services.  Dec/22: MSB awarded the Architectural Services contract to CS&P Architects and the MSB made the decision to go to a 6 lane pool, rather than a 4 lane.  Apr 28/23: The MSB has hired a Construction Manager at risk. The design of the facility continues. Along with the design is a refinement of the cost estimates to ensure they are within the approved construction budget.  a change in site was approved by the MSB. At the request of the MSB the Town put in a conditional offer to acquire the site in October 2023.  ICIP approved the new site. Tenders awarded by the MSB in March, other tenders yet to be

	А	В	С	D	Е	F	G	н
1			2020 Key Pe	erforma	nce Ob	ectives	(KPOs) updated wit	h 2023 Strategic Action Plan (updates in blue September 6, 2024)
3								om this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5	1	<u></u>			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7		S		Public Works	3rd qtr 2020	2024		Dependant on approval of external funding application. Application submitted and is currently under review at the Federal level.  Apr 16/21: Grant application approved. Now move to the design phase.  July 16/21: Staff are investigating the acquisition of land to provide additional options for improving safety. Contacted SIFTO to determine their interest in contributing to the funding of the project.  Oct 15/21: In September 2021 acquisition of land process continuing. Consultant has started the topographic and design mapping stage to complete improvements in 2022.  In December 2021 the Town was successful in acquiring the property in the inside corner of Wood St. and Isabella St The acquisition of this property allows for greater improvements to the corner, avoiding the need to build a large retaining wall and provides land for construction staging.  Dec 21/21: Topographic Mapping has been completed - RSIP notified of a shift in construction schedule - design and engineering phase to be completed in 2022 with construction to occur after design and to be completed in 2023.  July 28/22: Demolition of house RFP being compiled and engineering on crossing and alignment continuing.  Jan 12/23: Demolition RFP to be released this month and priority is being given to moving this project forward along with the consulting engineers.  Apr 28/22: Demolition is complete and initial design layout submitted to both railways.  Oct/23: Tatham have 90% design drawings and submitted to Railways - working with both CN and CP to facilitate these changes
94								
95								

	А	В	С	D	E	F	G	Н
2			2020 Key Pe	erforma	nce Obj	ectives	(KPOs) updated with	n 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by Do	ecember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
5					Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
96			1.3 Continue to advance the Culture, Parks & Recreation Master Plan	Parks & Rec	2024	2025- 2032	1, Create working Task Tracker to prioritize recommen-dations and create work plans for imple-mentation in algnment with established time-frames and budget allocations.	CPRAC Master Plan contains 30 recommendations. Task Tracker to be created in the Spring of 2024. Implementation will be contingent upon appropriate budget allocations to advance recommendations.
97								
98			1.4 Develop a Tree Canopy Enhance-ment Plan		2024	2025	preapred by Planning in 2018. Look to incorporate Enhancement Plan into ovieting Policy.	Res 2018-134 is the Town's current Tree Canopy Policy, created and approved by Council in 2018 and located: T:\D - Development Planning\D03 - Environment Planning\Tree Policy. The current Policy does not incorporate a Canopy Enhancement Plan or statement.
99							2. Research other municipal Tree Canopy Enhancement Plans & how created/implemented.	
100							3. Retain a tree specialist to make recommendations on what should be the focus to meet Council's intended goal.	
101							4. Provide opportunity for public comment and feedback.	

	А	В	С	D	Е	F	G	н
1			2020 Key Pe	erformai	nce Obj	ectives	(KPOs) updated with	1 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by Do	ecember	31, 2023	3 have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		~ ô			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
100							5. Present to Council for review and adoption.	
102 103								
	2. Look for oppor- tunities to be an all- inclusive commu- nity		2.1 Continue to strengthen efforts towards Truth & Reconcilia- tion	CAO's office	on- going	on- going	Continue the tradition of the annual Friendship Picnic.	Sept 13/24: Town Council and staff attending the September 2024 Friendship picnic hosted by Wasauksing.
105	•					Fall, 2024	2. Articulate our collective vision in a Memorandum of Understanding with Wasauksing, our immediate First Nation neighbour.	Apr 12/24: Mayor McGarvey had an initial discussion with the Chief of Wasauksing regarding an MOU.  The Town also reached out to the FN communities for input on the location of a monument memorializing Every Child Matters.  Sept 6/24: Summer 2024 the Mayor and CAO met with the Wasauksing Chief and their CAO to discuss ways to work together.  The Town purchased an orange bench and plaque to be placed by the the Francis Pegahmagabow
106								
107			2.2 Enhance New Resident Program	Finance	2024	2024	Develop Welcome to Parry Sound pkg that includes information on Town services	
108							2. Expand information to include opportunities to connect to the community.	

	В	С	D	l E	F	G	Н
A	В				·		•
		_		_			
		(Items comple	eted by D	ecember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
				_			
	<u>_ 6</u>			Targe	et Date		
Key Performance Objective (KPO)	Strategic (S) Operational (	Description	Lead Depart ment	Start	Completion	Action Items	Comments
		Regional	Public Works	2024	2025- 2030		Apr 12/24: The Town had discussions with an Uber representative and will be bringing forward to Council a Resolution requesting the province create a legislative framework rideshare programs in Ontario.
			Develop ment & Protec- tive Ser- vices	2023	Dec 05/23 COM- PLETE		Council approved the Community and Safety Well Being Plan under Resolution 2023-180
	mance Objective (KPO)	Mance Objective (NOA)  Strategic Operations	Key Performance Objective (KPO)  2.3 Support a Regional Transportation Plan  2.4 Develop a Community Safety & Well-Being Plan	Key Performance Objective (KPO)  2.3 Support a Regional Transportation Plan  2.4 Develop a Community Safety & Well-Being Plan  Description  Lead Department  Public Works  Develop ment & Protective Services	Community Safety & Well-Being Plan   Community Safety & Commun	Key Performance Objective (KPO)  2.3 Support a Regional Transportation Plan  2.4 Develop a Community Safety & Well-Being Plan  2.4 Develop a Community Safety & Well-Being Plan  2.5 Support a Regional Transportation Plan  2.6 Develop a Community Safety & Well-Being Plan  2.7 Develop a Community Safety & Well-Being Plan  2.7 Develop a Community Safety & Well-Being Plan  2.7 Develop a Community Safety & Well-Being Plan  31, 2023  Target Date  5 Start  5 Develop ment & Protective Services	Key Performance Objective (KPO)  2.3 Support a Regional Transportation Plan  2.4 Develop a Community Safety & Well-Being Plan  2.4 Develop a Community Safety & Well-Being Plan  Description  Description  Lead Depart ment  Start  Start  Support a Regional Transportation Public Works  2024  2025- 2030  Dec Objective Start  Start  Dec Objective Start  Start  Dec Objective Start  Start  Dec Objective Start  De

	А	В	С	D	Е	F	G	Н
2			2020 Key P	erforma	nce Obj	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by D	ecember	31, 2023	3 have been removed from	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		<u> </u>			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
117	3. Build Commu- nity Pride in Parry Sound		3.1 Support & Strengthen Community Culture & Events	Parks & Rec	2024	on- going	1. Review current Special Event Application and process with current events organizers to ensure appropriate levels of support and municipal recognition for in-kind support.	
118							2. Research other municipalities and examine levels of support offered to third party organizers.	
119								
120			3.2 Develop a Community Pride-of-Place Campaign	Comm- Engage mt/ Deputy Clerk	TBD	TBD	Assess best practices used in other communities for engaging businesses and residents.	Apr 12/24: Pending recruitment of the CE/DC. Sept 6/24: The position will be advertised and recruitment will commence in September 2024.
121							2. Develop an inventory of unique cultural and physical attributes of the community that can be used to foster a sense of pride-of-place.	

	Α	В	С	D	Е	F	G	н
2			2020 Key Po	erformar	nce Obj	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	ecember	31, 2023	have been removed from	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		~ ô			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
122							3. Develop an engagement strategy and consider incentives to encourage pride in the maintenance of residential and business properties.	
123								
	4. Promote Post-Se- condary Education within the Commu- nity		4.1 Continue to Advocate for and Support Education	Ec Dev	TBD	TBD	1. Survey the business community to their needs and what support the Town can provide.	Apr 12/24: Pending recruitment of an EDO.
125							2. Identify opportunities to partner with local businesses to develop experiential learning experiences.	
126							3. Contact Canadore College to better understand what can be offered.	

	Α	В	С	D	E	F	G	н
1		•	2020 Key Pe	erformar	nce Obi	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			-		-			n this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4			(items compite	Journal of De	Joennber	01, 2020	Thave been removed itel	in this apadie, 500 2020 ord Qui Ni O Opadie 2020 00 00 ioi proviodo in Ooj
5		<u> </u>			Targe	t Date		
6	Key Performance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
127							4. Connect with the High Schools to assess ways to connect students with the wide range of opportunities that exist in West Parry Sound.	
128								
129							ORGANIZ	ATION EXCELLENCE
130								
121	1. Follow sound financial policies in service delivery now and into the future	S	1.1a Moderniza- tion Review (1)	CAO's Office; Public Works	3rd qtr 2020	on- going		Modernization 1 - Undertake an assessment of opportunities to better utilize technology and develop an implementation plan. Province provided an extension until March 1st, 2021. Review completed. Finalizing the report and recommendations.  Apr 16/21: Review completed. Findings presented to Council. Next step is to set priorities for implementation.  July16/21: The Town applied for and was recently advised that we were successful in getting funding for a follow up study. The follow up study is a GIS Maturity Review. The objective is to assess how we collect and use GIS data and identify opportunities to further utilize GIS.  Oct 15/21: GIS Maturity study is underway. Modernization 3 - Work Order system application has been submitted.  Jan 28/22: As budget and staff resources permit, work on the prioritized list of projects continues.  Staff are reviewing and updating the list of prioritized initiatives to ensure priorities remain relevant.
131								
132		1				1		

	Δ	В	C	D	T E	l F	G	Н
1	,,		0000 Kara Da			!4!		•
2	1		2020 Key Pe	ertorma	nce Ob	jectives (	KPOs) updated wit	h 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by D	ecember	· 31, 2023 ł	nave been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		<u> </u>			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
133		S	1.1b Moderniza- tion Review (2)	CAO's Office, Public Works	3rd qtr 2021	4th qtr 2022		Oct 15/21: Modernization 2 was a GIS Maturity Study. GIS is a technology tool that is utilized across all departments. The objective of the review is to assess where the Town is in terms of maximizing the use of GIS technology. Interviews are underway.  Jan 28/22: As of the end of 2021 the work for Modernization 2 was completed and a draft report provided to the Town for review and comment.  Apr 13/22: The final report was provided to Council in February and funds were included in the 2022 budget to begin implementation of the recommendations.  Aug 9/22: Through a shared service approach we are working with the Archipelago to increase the Town's GIS complement, as approved in the 2022 budget.
134		_	1.1c Moderniza- tion (3)	CAO's Office, Public Works	Ap- plied Sept 2021	3rd qtr 2022		Oct 15/21: A grant application for Modernization 3 was submitted in September 2021. The project would improve data entry, better integrate data with other systems and provide better management of information.  As of the end of 2021 the Town has not heard if the application has been approved.  Jan 25/22: Received notification that our application for purchase and implementation of a digital work order system was successful. The province is to provide funding of 75% of costs up to \$76,320 for the purchase and implementation.  Apr 28/22: work is well underway on implementation of the system and the Province has extended deadlines which will allow for efficient and complete implementation.
136								

	А	В	С	D	E	F	G	н
2			2020 Key Pe	erforma	nce Ob	jectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by D	ecember	31, 2023	have been removed from	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		- 6			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
137		S	1.2 Risk Management	Finance	1st qtr 2021	on- going		Oct 15/21: To manage risk and control costs staff have been taking a proactive approach to risk management. This involves working closely with the insurance carrier, understanding the Town's loss ratio, reviewing old claims, etc. The insurance carrier has been very supportive, including, reviewing agreements, providing on site inspections and providing general consultation and advice. Jan 28/22: AVL technolgy installed in Town vehicles to provide data to better resond to insurance claims.  July 7/22: Working to coordinate recommended Ambulance driver's training with WPSHC.  Jan 10/23: The ambulance driver's training was not possible at this time due to constraints of the shift work of drivers and the insurance requirements for an alternative in person trainer which were not able to be met. Facility risk inspections took place at the Stockey Centre and the BOCC Arena. Staff work to implement the recommendations and many have already been implemented.
138								
139			1.3 Undertake an Organiza- tional Review	CAO's Office/ Admin	2024	2024	Meet with staff to determine the scope of the review.	
140						2025	Confirm a budget and draft a Request for Proposal	
141						2025	3. Award the proposal;	
142						2025- 2026	4. Communicate report recommendations and implementation timeline.	
143								

	Α	В	С	D	l E	l F	G	н
1			2020 Kev Po	erforma	nce Ob	iectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			=				· ·	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4			(items compile	lea by D		31, 2020	Thave been removed from	in this appeale, see 2020 of a at the o operate 2020 00 00 for previous in cosy
5		<u> </u>			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
144			1.4 Review & Update Official Plan, By-laws, Policies	Plan- ning	2024	2024	Neview existing     Official Plan policies 2.     Ensure updated Official     Plan is a visually     appealing document that     is also easy to read	Ongoing: Official Plan Review well underway. First Discussion paper has been finalized. On track for end of year completion.  Apr 12/24/Ongoing: Staff to take the lead on the layout of the final plan. Staff have started to forumlate the layout of the Plan.  Sept/24: First draft of Official Plan released for public consumption
145							is alstreasy in feat	
146								
147								
148			1.5 Continue to Pursue & Apply for Funding Programs and Revenue Sources	Finance	2024	2024	1. Offer staff training for grant match software to develop grant strategies for upcoming capital projects and collaborate on grant applications.	
149							2. Develop information to enable reporting and tracking grant applications within that software.	

	А	В	С	D	E	F	G	н
1			2020 Kev Pe	erforma	nce Ob	ectives	(KPOs) updated with	2023 Strategic Action Plan (updates in blue September 6, 2024)
3			-					m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4			(items compic	led by b	Combo	01, 2020	Thave been removed no	in this appeale, see 2020 ord will fit of opeale 2020 00 toll previous fit cosy
5		((			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
150							3. Seek out grant report writing educational opportunities for staff.	
151							4. Develop a policy for the management of grant requirements and tracking as well as identify roles and responsibilities.	
152								
	2. Reduce the Town's impact on the environ- ment	S	2.1 Winter Maintenance Strategy	Public Works	4th qtr 2020	2nd qtr 2023		Winter Maintenance Plan to establish a service level(s) to manage exposure to risk, manage operational costs and limit the impact on the environment approved by Council in December. Refinement and implementation will take place in early 2021.  Apr 16/21: An important step is the ability to track information. A grant application has been submitted to acquire technology for gathering and analyzing data. Staff have identified the required technology and the acquisition of the hardware is to proceed this fall.  Oct 15/21:Staff will be coming back to Council with the strategy to ensure adequate and appropriate Levels of Service for Winter Maintenanace including better Salt Management practices.  Dec/21: Staff have made some slight modifications to previously established practices including the more appropriate use of abrasives (sand) on both roads and sidewalks to ensure compliance with the MMS and to begin to reduce the amount of chlorides (road salt) being applied. Staff will provide an analysis after this winter season.  Apr 28/23: Staff have implemented changes throughout the 2022-2023 winter season and will present data to Council regarding application/rates/tonnages and relevant weather data.
153								
154								

	А	В	С	<b>D</b>	E	F	G	Н
1	,,					ioctivos		h 2023 Strategic Action Plan (updates in blue September 6, 2024)
2								
3			(Items comple	eted by D	ecember	31, 2023	have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
5		_			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
155		<u> </u>	2.2 Speedier/ Solar Project	CAO's Office	2018	3rd qtr 2022		Finalize agreements with Lakeland Power and support construction as necessary. Construction of the solar field is nearing completion.  Apr 16/21: Received the draft Power Purchase Agreement from LLP. Significantly different then originally conceived. Currently being reviewed. Raised questions regarding the significant lower return. Awaiting a response.  Jan 28/22: The Town participated in a meeting with LLP and Ministry staff. Following that meeting the Town submitted a letter of support for community net metering to LLP, for inclusion in their application to the Ministry.  Apr 28/32: In a recent conversation with the CEO of LLP the legislative changes have still not been forthcoming. A update report to Council will be brought forward at a future Council meeting. June 27/23: received the solar PP agreement to review.  Apr 14/24: Staff provided comments to LLP and received comments back. Next step is to resovle differences.
156								
			2.3 Participation in ICECAP	Public Works	2019	On- going		Continue to participate and support the program and report back on milestones.  Apr 16/21: With our community partners we are working on the completion of Milestone 1.  This initiative has been profiled in several community publications.  Oct 15/21: Staff continue to work collaboratively with ICECAP members and the GBB. Work for FCM-PCP Milestones 2 and 3 are underway with workshopping to begin very soon. Training through ICLEI re: Adaptation has begun.  Dec/22: received draft work plan and budget
157								
158								

	Α	В	С	D	Ε	F	G	н
1	, ,					ectives		1 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			-		-			m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4			(items comple	led by Di	Cerriber	31, 2020	nave been removed no	in this update, see 2023 310 Qt. Kt. O opdate 2023 03 30 for previous Kt. Os)
5		6			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	mance steel of the color of the	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								Fuglists entires based as vieta augton acquire, long town valiability and continuity of continu
	3. Customer Service and Commu- nity Engage- ment	0	3.1 Evaluate Scada Technology	Public Works	2020	4th qtr 2023		Evaluate options based on risks, system security, long term reliability and continuity of service. Apr 16/21: This was identified in the Modernization Review as work that should be done. Funds approved in the budget, the current provider has been advised and arrangements being made to update the technology with appropriate ongoing support. Funds have been budgeted and consultants have been retained. Currently developing a conversion strategy.  Oct 15/21: The evaluation of appropriate hardware/software to move forward is continuing. Apr/22: Hardware/software migration ongoing.  Aug/22 Both water and wastewater are improving hardware and software replacements toward total migration of older technology to new universally servicable platform  Jan 12/23: process is ongoing with current provider to ensure that a robust system is designed that can be supported by other providers if necessary.  Apr 28/23: Implementation is ongoing and paced to ensure that both systems can remain functional and compliant through the process.
160								
161			3.2 Develop Framework to Increase Community Engagement	Clerk's Office	2024	2024	Contact other like sized municipalities for their community engagement program	Apr 12/24 Pending recruitment of the CE/DC.
162						2024	2. Survey area businesses & resi-dents for their engage-ment preferences	

	А	В	С	D	E	F	G	Н
1			2020 Key Pe	erformar	nce Obi	ectives	(KPOs) updated with	1 2023 Strategic Action Plan (updates in blue September 6, 2024)
3								m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		<u>_6</u>			Targe	et Date	=	
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
163							3. Review with responsible depts events such as Volunteer Appreciation; Mayor's Levee inc. Order of PS to determine if improvements can be made.	
164						2025 1st Qtr	4. implement engagement; consider Town Hall meetings; "doors open" program to meet Mayor/Cllrs; breakfast with Mayor	
165							Distance mai mayer	
166			3.4 Conduct Continuous Improvement Review of Processes	HR	2024	2024		
167								
168								
169								
-00		1	L	1	1	1	1	I .

	А	В	С	D	Е	F	G	Н
1			2020 Key Pe	erforma	nce Ob	iectives	(KPOs) updated wit	h 2023 Strategic Action Plan (updates in blue September 6, 2024)
3							•	om this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4			(items compie			01, 2020	Thave been removed ne	minimo apadito, oco 2020 ora qui ra o opadito 2020 oo oo for proviodo ra oo)
5		(1			Targe	et Date		
6	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
7								
170	4. Engaged Staff	S	4.1 Town Values	CAO's Office	2020	3rd qtr 2022 and on- going		Educate and promote the Town's Values to all staff. Managing through the pandemic has required significant involvement of Human Resources. That and other pandemic related issues have delayed the roll-out.
171								
172		S	4.2 "My Parry Sound"	CAO's Office	2019	On- going		Engage employees in activities that bring people together, create a positive work environment, create pride in the Town and the Parry Sound area. The 2019-20 Annual Report celebrated the many successes in the Town and staff accomplishments. Employers are required to provide PPE. The Town provided face masks to promote "My Parry Sound" and a sense of solidarity. Jan 28/22: The continued presence of Covid 19 and the safety protocols have made it necessary to put this on hold.  June 23/23: announced at the all staff meeting volunteers wanted for the Wellness Committee. Revisit T of R and reengage staff. Volunteers to submit by July 14/23
173								
174		S	4.3 Link KPOs and Strategic Priorities to the Performance Review Process	CAO's Office	3rd qtr 2020	3rd qtr 2022		Improve the incorporation of the KPOs and achieving the Town's strategic priorities into the Performance Review Process. This has been delayed as a result of focusing HR resoucres to the pandemic.  Jan 28/22: This initiative has been further delayed due to the resignation of the HR Coodinator in November.  Apr 13/22: HR Specialist started March 21, 2022. This initiative will be prioritized with other HR objectives.  Aug/24: Performance Reviews ongoing.
175								
176			4.5 Continue to Engage & Communi-cate with Staff	HR	2024	2024	Re-invigorate     Wellness Committee     after pandemic hiatus	Sept 15/23: First meeting of Wellness Committee-Members from each department.  Dec 4/23: Wellness Committee: Spreading Holiday Joy Day: Surprise coffee and treats delivered to all departments during morning break.

	Δ	В	C	D	E	F	G	Н
1						4.	-	
2	1		2020 Key Pe	ertormar	ice Obj	ectives	s (KPOs) updated with	h 2023 Strategic Action Plan (updates in blue September 6, 2024)
3			(Items comple	eted by De	ecember	31, 2023	3 have been removed fro	m this update; see 2023 3rd Qtr KPO Update 2023 09 30 for previous KPOs)
4								
5		<u> </u>			Targe	t Date		
	Key Perfor- mance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Depart ment	Start	Completion	Action Items	Comments
6								
177							Host periodic social events, and information meetings	June 2023: All employee Meeting – Stockey Centre. Oct 12/23: Wellness Committee: First Event- Bowl-o-ween. Nov 16/23: All employee Staff Appreciation Luncheon - DiSalvo's. Dec 9/23: All employee holiday party. Dec 14/23: All employee OMERS information session Aug 14/24: Staff Appreciation BBQ Sept 13/24: Friendship Picnic - Wasauksing First Nation.
178							3. Encourage participation supporting community social justice and charitable campaigns	Through 2023 & 2024: Town Office employees donating food items for Food Relief Program.  Dec 1/23: All employees, Council donations to Harvest Share Festival of Trees.  Mar/24: Wellness Committee: Harvest Share Food Drive.
179							4. Wellness Committee: MyParrySound Photo Contest.	Mar/24: Delivery of MyParrySound t-shirts to all staff that signed up. Photos being sent to CAO.
180								
181								OTHER
182								