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8	ECONOMIC DEVELOPMENT							
9								
10	1.Partner to diversify the local economy and promote Parry Sound as the regional centre.	S	1.1 Collaborate with key stakeholders when attracting growth & Development (S) Continue to partner in the Regional Economic Development Collaborative for FedNor's 3 year funding commitment ending 2023	CAO's Office	2020	2023		<p>Council approved a further 3-year commitment to the Regional Economic Development Collaborative. The CAO for the Town of Parry Sound was appointed Vice Chair. Regional Economic Development Officer successfully recruited.</p> <p>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.</p> <p>July 16/21: Each municipality approved revised terms of reference for the collaborative. Since then each municipality has appointed a representative to the Stakeholder Board. The Board recently met for the inaugural meeting and appointed a Chair and Vice-Chair.</p> <p>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.</p> <p>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 Collaborative 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.</p>

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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 & Communication 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.

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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							4. Organize FAM tours of newcomers from the GTA to Parry Sound and local employers.	
43							5. Prepare a Town's Welcome Package for newcomers.	

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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							2. Initiate a cross-departmental project team of internal staff to move this project forward; consider including economic development, tourism functions and finance.	Sept 6/24: Cross departmental project team has been established. It is hoped to meet in October.
53							3. Develop a listing of community organizations and stakeholders with an interest in this topic.	

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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	
56							6. Seek out community input	
57							7. Present the decision 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.

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65	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 Province declares property surplus		<p>Invited the Minister of Government and Consumer Services, the Honourable Lisa Thompson to Parry 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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Apr 13/22: IO has delayed providing an update to the Town. The timing of the update is unknown.</p> <p>Apr 12/24: The Province has an announcement scheduled for April 19, 2024.</p> <p>Aug/24: delegated with the Minister of Infrastructure to request the involvement of the Town in the disposition process.</p>
66								
67			2.2 Review and Update Waterfront Master Plan	Planning	2024	2024	Initiate a Waterfront Master Plan Study in 2024	<p>Apr. 12/24: Preliminary discussions taking place regarding the Waterfront Master Plan.</p> <p>Jun/24: Approval received from Council to initiate a Waterfront Master Plan with MHBC</p> <p>July/24: Staff met with MHBC and provided a comprehensive tour of the waterfront with MHBC</p> <p>Aug/ 24: Kick off meeting with MHBC</p> <p>Oct/24: Kick off meeting planned for the WMP for public engagement</p>

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96			1.3 Continue to advance the Culture, Parks & Recreation Master Plan	Parks & Rec	2024	2025-2032	1, Create working Task Tracker to prioritize recommendations and create work plans for implementation in alignment 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 Enhancement Plan	Parks & Rec	2024	2025	1. Review existing policy prepared by Planning in 2018. Look to incorporate Enhancement Plan into existing Policy. 2. Research other municipal Tree Canopy Enhancement Plans & how created/implemented.	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								
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.	

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102							5. Present to Council for review and adoption.	
103								
104	2. Look for opportunities to be an all-inclusive community		2.1 Continue to strengthen efforts towards Truth & Reconciliation	CAO's office	on-going	on-going	1. 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	1. Develop Welcome to Parry Sound pkg that includes information on Town services	
108							2. Expand information to include opportunities to connect to the community.	

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117	3. Build Community 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	1. 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.	

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122							3. Develop an engagement strategy and consider incentives to encourage pride in the maintenance of residential and business properties.	
123								
124	4. Promote Post-Secondary Education within the Community		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.	

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144			1.4 Review & Update Official Plan, By-laws, Policies	Planning	2024	2024	1. Review 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 formulate the layout of the Plan. Sept/24: First draft of Official Plan released for public consumption
145								
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.	

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159	3. Customer Service and Community Engagement	O	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	1. 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	

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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 resources to the pandemic. Jan 28/22: This initiative has been further delayed due to the resignation of the HR Coordinator 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 & Communicate with Staff	HR	2024	2024	1. 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.

