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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		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. 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 representative 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 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.
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 participation 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.

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12								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 facilitated 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 opportunities for 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 remaining 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.
13								Jan 15/25: On Oct 29/24, the Town presented a proposal to the WPSEDC board for a new regional economic development model, centred on the Town's EDO managing regional economic development for West Parry Sound. On Nov 27/24, the Town's proposal was further discussed in a meeting of the CAOs from Whitestone, McDougall, Carling, Archipelago and the Town. Based on feedback from the Nov 27 meeting, a revised proposal will be presented for consideration at a CAOs' meeting in early Feb 2025. May 2/25: Revised proposal presented to WPSEDC Board. Further refinement by the CAO working group was requested for a final proposal to be presented to the WPSEDC Board in late Spring 2025. Jul 10/25: WPSEDC endorsed the Town's proposal. Following the Collaborative meeting, Carling declined to participate, McDougall agreed to support and The Archipelago will be making a decision later in July. Oct 29/25: The adoption of the Town's proposal has been completed. The WPSEDC Board voted to dissolve at the September board meeting. Remaining WPSEDC funds transferred to the Town in accordance with the MOUs completed with McDougall and The Archipelago respectively.
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. Oct 30/24: New EDO started July 29, 2024 Oct 30/24: EDO researching municipal best-practices, determining feasibility and possible next steps for the completion of an Economic Development & Tourism Strategy in 2025. The intent is to create a multi-year strategic plan to provide a concrete guide to achieving Parry Sound's economic development and tourism goals over a 3–5-year period. Jan 15/24: EDO preparing/refining RFP documents for the planned Economic Development & Tourism Strategy in preparation for approval of 2025 budget. This includes continued research of municipal best practices, collaboration with other regional economic development partner organizations and stakeholder feedback. May 2/25: Development of Economic Development & Tourism strategy pending outcome of the WPSEDC proposal for regional economic development. Oct 29/25: In accordance with the approved WPSEDC proposal and the subsequent completed MOUs with McDougall and The Archipelago, the EDO will be preparing the final RFP documents for the Economic Development & Tourism Strategy and posting in Nov/25.

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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. Oct 30/24: New EDO started July 29, 2024 Oct 30/24: EDO researching municipal best-practices, determining feasibility and possible next steps for the completion of an Economic Development & Tourism Strategy in 2025. The intent is to create a multi-year strategic plan to provide a concrete guide to achieving Parry Sound's economic development and tourism goals over a 3–5-year period. Jan 15/24: EDO continues to meet regularly with existing and prospective businesses, advising them on relevant economic development resources. Meetings include collaboration with regional economic development funding partners (CBDC, FedNor, NOHFC etc.) to coordinate efforts, share best practices and assist businesses/entrepreneurs. Continuing to make regular posts on social media regarding upcoming events, and relevant economic development programs. May 2/25: Implementing a CRM strategy for the Town. Should be online spring/summer 2025. Oct 29/25: CRM has been live since early summer 2025. A portion of funds acquired from the dissolved WPSEDC will be used to re-develop the regional economic development website, in accordance with the MOUs with McDougall and The Archipelago.
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.).	Jan 15/24: Ongoing.
22							4. Use periodic roundtable discussions to share information and engage the business community in problem solving.	May 2/25: Ongoing.
23							5. Increase direct engagement with the DBA, Chamber of Commerce and CB&DC.	May 2/25: Ongoing.
24							6. Evaluate creating an ambassador program;	
25								

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26			1.4 Continue to support Downtown Revitalization	Public Works	2024	2024		Sept 30/24: Public Works continues to work collaboratively with the DBA to support revitalization efforts including increased sweeping efforts utilizing new sweeper technology to ensure cleanliness and removal of unwanted organic growth. Working to ensure downtown trees can be effectively planted and maintained by addressing substandard "tree pits" that conflict with in ground infrastructure.
27								
28			1.5 Continue to Update & Align Community Improvement Plan	Planning	2024	2024	Seek ways to better promote and implement 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 Façade Improvement Committee regarding improvements to the program. Sept/24: Staff to unveil a Façade Improvement Program Demonstration Guideline to help administer and promote the program Oct/25: Façade Improvement COmmittee moving to two uptakes per year along with regular deadlines for submissions (May 1 and Sept 1) May/25: Received 11 applications
29								
30			1.6 Continue to support Workforce Development Training	Ec Dev	TBD	TBD	1. Conduct periodic surveys of business needs.	Apr 12/24: Pending recruitment of an EDO. Oct 30/24: New EDO started July 29, 2024 Oct 30/24: EDO has conducted one-on-one meetings with local business owners, funding partners, and economic development stakeholders in the Parry Sound market. As mentioned for above points # 1.3 & 1.4, EDO researching municipal best-practices, determining feasibility and possible next steps for the completion of an Economic Development & Tourism Strategy in 2025. The intent is to create a multi-year strategic plan to provide a concrete guide to achieving Parry Sound's economic development and tourism goals over a 3–5-year period. This process will include extensive consultation with the business/EcDev community. May 2/25: Development of Economic Development & Tourism strategy pending outcome of the WPSEDC proposal for regional economic development. Jul 10/25: The CAO and EDO participated in multiple focus groups organized by Canadore College. Canadore College is committed to maintaining their campus in Parry Sound and they were seeking input from various business sectors.
31							2. Regularly advise local businesses re: available funding for training from IION, NOHFC and FedNor.	Jan 15/24: EDO continues to meet extensively with existing and prospective businesses, advising them on the economic development resources available. Regular meetings include collaboration with regional economic development funding partners (CBDC, FedNor, NOHFC etc.) to coordiante efforts, share best practices and assist businesses and entrepreneurs. May 2/25: Ongoing.
32							3. Investigate opportunities for coop students	

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33							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).	Jul 10/25: The CAO and EDO participated in multiple focus groups organized by Canadore College. Canadore College is committed to maintaining their campus in Parry Sound and they were seeking input from various business sectors. Oct 29/25: Canadore College is undergoing a strategic planning process for the Parry Sound Campus. They are considering options for a future operational plan. This may include (among other things) becoming a hub for businesses and municipalities for worker certifications and safety training (e.g. Working from Heights).
34								
35			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.
36							2. Regularly consult with local businesses re: their staffing needs and direct newcomers to appropriate positions.	Jan 15/24: EDO continues to meet regularly with existing and prospective businesses, soliciting feedback on key issues, including staff recruitment. May 2/25: Town is participating in the North Bay & Area Rural Community Immigration Pilot (RCIP).
37							3. Partner with the Newcomer Centre of Peel to attract newcomers from the GTA relocate to Parry Sound.	
38							4. Organize FAM tours of newcomers from the GTA to Parry Sound and local employers.	
39							5. Prepare a Town's Welcome Package for newcomers.	
40							6. Advocate and monitor developments such as the RNIP (Rural and Northern Immigration Pilot) program.	
41								
42			1.8 Develop a Youth Out-Migration & Engagement Strategy	Ec Dev	TBD	TBD	1. Establish contacts with post-secondary institutions in the area	Apr 12/24: Manager of HR has established contacts with the High School and the College. Jan 15/24: EDO has met regularly with Canadore College and conducted meetings with the new principal of École publique aux Quatre-Vents, the French language public/high school with the Conseil scolaire public du Nord-Est de l'Ontario (CSPNE).

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43							2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.	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.
44							3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc	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.
45							4. Actively seek funding for co-op and summer employment of students with the municipality.	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								
47			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 Jan 17/25: EDO and Tax Collector have met in regards to the implementation of the MAT tax. There has been money put in the 2025 budget by the EDO as part of Development & Tourism Strategy to look at the implementation of the MAT tax. May 1/25: EDO is waiting for the outcome of the discussiion of the West Parry Sound Economic Developmnet Collaborative. This will impact the scope of the Development & Tourism Strategy depending on how the discssions go. Once the out come of these discussion are known, the EDO will be issuing a RFP which the MAT tax will be part of the Development & Tourism Strategy Plan and how best to move forward with it.
48							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 November, 2024
49							3. Develop a listing of community organizations and stakeholders with an interest in this topic.	
50							4. Develop a case study on how the Town can make the logistics of this program work.	
51							5. Action plan for the allocation of the revenues and what the potential benefits of the program will be	
52							6. Seek out community input	
53							7. Present the decision before Council	
54								

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55			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. Oct 30/24: New EDO started July 29, 2024 Oct 30/24: EDO researching municipal best-practices, determining feasibility and possible next steps for the completion of an Economic Development & Tourism Strategy in 2025. The intent is to create a multi-year strategic plan to provide a concrete guide to achieving Parry Sound's economic development and tourism goals over a 3–5-year period. Jan 15/24: EDO preparing/refining RFP documents for the planned Economic Development & Tourism Strategy in preparation for approval of 2025 budget. This includes continued research of municipal best practices, especially regarding MAT program development and implementation. Coordinating with Finance Dept RE: MAT program. May 2/25: Development of Economic Development & Tourism strategy pending outcome of the WPSEDC proposal for regional economic development. Oct 29/25: In accordance with the approved WPSEDC proposal and the subsequent completed MOUs with McDougall and The Archipelago, the EDO will be preparing the final RFP documents for the Economic Development & Tourism Strategy and posting in Nov/25.
56							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.
57							3. Investigate extending the cruise ship shuttle bus route to include additional stops at new businesses and tourism attractions.	
58							4. Work with local businesses to develop gastro tours for cruise ship passengers and other groups.	
59							5. Lobby RTO12 to open a rep office in Parry Sound.	
60								

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61	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 pro-perty surplus		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. 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.
62								
63			2.2 Review and Update Waterfront Master Plan	Planning	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 Staff met with MHBC and provided a comprehensive tour of the waterfront with MHBC July/24: Kick off meeting with MHBC Oct/24: Kick off meeting planned for the WMP for public engagement Feb/25: First Draft made available to the public March/25: Open House at Stockey Centre Open House held - receiving comments until July 18 2025 June/25: 2nd Oct/25: FN Consultation occurring
64								
65	3. Plan for future capacity	S	3.1 Construction Standards	Public Works	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 Oct 29/24: Meeting scheduled for November to go through Construction Standards with all involved Managers
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67		S	3.2 Formalize a Development Review Process	Development & Protective Services	2nd qtr 2020	3rd qtr 2022	COMPLETE	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 involvement 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. Jan 1/25: Numerous adjustments to process have been implemented with the new Town Planner. This includes electronic circulation to both inside and outside commenting agencies with access to a shared commenting form that consolidates all comments received. Formalization of a Pre-consultation process to identify issues early in a development application. Solidifying the process for determining Fees and Charges with ongoing changes to streamline the process for the applicant.
68								
69			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. Sept/24: HEWSF Round 2 application to be submitted to support the improvement of infrastructure in the area of SPS#2 to support the development of approx. 1760 housing units. Staff continue to assess existing state of water, sewer and roads infrastructure to ensure maximum lifespan and maximized capacity. Received a financial commitment from the Township of the Archipelago so the HEWSF application can be submitted as a joint application, increasing the probability of success. Jul 10/25: HEWSF grant application approved. The Town will receive \$13.1m
70								
71			3.4 Establish an Inflow & infiltration (I&I) Reduction Strategy	Public Works - Wastewater	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 Oct 29/24: The purchase of monitoring equipment funded by the MECP has been completed and staff are working with the vendor for hardware installation and commissioning of the monitoring system that will allow us to better monitor, track and pinpoint major inflow and infiltration points within the sanitary collection system. Jul 10/25: Council approved a pilot program intended to remove sump pump flows from the sanitary system. Implementation will commence in July.
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73	4. Support housing options across the spectrum	S	4.1 Increase Attainable Housing Options	Development & Protective Services		on-going		Comprehensive 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 opportunities 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 to increase 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. These include increased heights overall, a <i>minimum</i> number of stories in the Downtown as well as a proposed as of right 4 units per residential lot. These policies help to go above and beyond minimum requirements of provincial legislation and encourage residential intensification. Apr/25: ZBA change to allow stand alone Auxiliary residential units without having to be above a garage.
74								
75			4.2 Develop a Housing Strategy	Planning	2024	2028-2030	1. Review existing policies 2. Investigate opportunities for housing (i.e. surplus lands, grant opportunities)	Ongoing: Staff are reviewing existing policy through the Official Plan Review. 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 Apr/25: Staff have reviewed existing by-laws regarding second and ancillary dwelling units (ADU's). By-law approved in April/25 to relax regulations and allow ADU's in one storey buildings.
76								
77	QUALITY OF LIFE							
78								

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79	1. Work with partners to increase recreational opportunities	O	1.1 Recreation & Culture Centre(MSB)	CAO's Office	3rd qtr 2021	on-going		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 minutes are 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 of 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 awarded. Project tracking on budget. Land acquisition closes April 16, 2024.
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81		S	1.2 Improve St. Charles Sidewalk Crossing	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 Sept/24: all drawings have been submitted to the railways for review - CN has scheduled meetings to further discuss project particulars. Staff and our consultant continue to work toward a quick resolution and attempt to shorten the installation time. Jul/25: Construction Project currently underway
82								
83			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. Oct 29/24: all 5 playground systems have been ordered for replacement in early 2025 May 2nd: 5 New Playground structures to be installed in May/25: Call for Recreation Programs & new service providers/partners has been impletemted and is growing with the implemtenation of new and emerging Adult & Youth Programming.
84							2. Task Tracker Complete; recommendations being worked into annual and capital budgets and associated work plans.	Oct/25: Playground Revitalization Plan Complete - funded through NOHFC; both recommendations in the Matster Plan.
85								
86			1.4 Develop a Tree Canopy Enhance-ment Plan	Parks & Rec	2024	2025	1. Review existing policy preapred by Planning in 2018. Look to incorporate Enhancement Plan into existing 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\ID03 - Environment Planning\Tree Policy. The current Policy does not incorporate a Canopy Enhancement Plan or statement.

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87							2. Research other municipal Tree Canopy Enhancement Plans & how created/implemented.	May 2/25: Staff currently compiling best practice for review.
88							3. Retain a tree specialist to make recommendations on what should be the focus to meet Council's intended goal.	Oct/25: Staff to budget to retain expert Tree Consultant in 2026 Budget deliberations, to assist in developing a plan that satisfies Council's intended goal.
89							4. Provide opportunity for public comment and feedback.	
90							5. Present to Council for review and adoption.	
91								
92	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. Oct 30/25: Planning began in August. Despite several attempts, the town has been unable to secure a date. This was placed on temporary hold by the Mayor in October pending a meeting with Wasauksing FN. Picnic date is currently TBD.
93						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 in autumn 2023 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. Sept 6/24: The Town purchased an orange bench and plaque to be placed by the the Francis Pegahmagabow statue located next to the Stockey Centre in time for September 30th. Jul10/25: SLT visited Shawanaga FN to meet the new CAO and tour their fishing hatchery program which has been very successful.
94								
95			2.2 Enhance New Resident Program	Finance	2024	2024	1. Develop Welcome to Parry Sound pkg that includes information on Town services	Jan 17/25: reseach has begun on developing a package for new residents in Parry Sound. Most municipalities have gone to a digital information package where persons have easy access to. Will start to gather info to be included in the package from our various departments May 1/25: team has started working on gathering information to make up the content of the "package" and is working with IT to come up with the design of the web page
96							2. Expand information to include opportunities to connect to the community.	
97								

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98			2.3 Support a Regional Transportation Plan	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. Sept/24: Passed a subsequent resolution encouraging municipalities in Parry Sound and Muskoka to pass resolutions supporting a provincial framework for ride sharing.
99								
100			2.4 Develop a Community Safety & Well-Being Plan	Development & Protective Services	2023	Dec 05/23		Council approved the Community and Safety Well Being Plan under Resolution 2023-180 Complete
101								
102	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.	Sept/24: DBA indicated that the current special event application and process is functional and working. Complete
103							2. Research other municipalities and examine levels of support offered to third party organizers.	May 2/25: Updated Municipal Assistance Program was approved in the 2025 Budget to include Events as being applicable for Grants. Program to be advertised to the public at the end of May for June dollar allocation.
104								Oct/25: No applications for events were received in 2025 under the MAP Program. Terms and conditions may need to be reviewed and amended to ensure those who operate events in the Town of Parry Sound are able to obtain funding to support.
105								
106			3.2 Develop a Community Pride-of-Place Campaign	Community Engagement/Deputy Clerk	TBD	TBD	1. Assess best practices used in other communities for engaging businesses and residents. 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.	Apr 12/24: Pending recruitment of the CE/DC. Oct 8/24: Position posted: LinkedIn, AMCTO, MIN, Municipal World March 2025: Interviews and selection process in December/January. Person started March 17, 2025. May 2/25: Data gathering is underway. Oct 30/25: Best practice data gathering continues toward completion that includes methods, policies and procedures, in addition to investigating supporting tools and technologies to enhance community engagement.
107								

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108							3. Develop an engagement strategy and consider incentives to encourage pride in the maintenance of residential and business properties.	May 2/25: Step 1 of building out a strategy is underway that includes benchmarking current state to allow us to measure success. Next steps will include needs assessments to identify gaps and opportunities for improvement. Incentives for staff and public pride have started to formulate. Oct 30/25 Needs assessment included data obtained from the Community Engagement Survey that ran from Sept 6 to 30th. Data analysis and reporting is progressing well towards completion, enabling staff to identify gaps and opportunities for improvement. Next steps will include finalizing reports and preparing the initial draft Communication and Engagement Strategy Plan, along with associated policies, procedures and guidelines, that meet best practise standards while supporting the needs identified by the public.
109								
110	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. May 2/25: Town is participating in stakeholder roundtables with Canadore College, and the Labour Market Group to assess workforce needs and where Canadore can optimize programming to meet local needs.
111							2. Identify opportunities to partner with local businesses to develop experiential learning experiences.	
112							3. Contact Canadore College to better understand what can be offered.	Jan 15/24: EDO has met regularly with Canadore College in order to maintain a great working relationship with the college and better understand short/medium term priorities.
113							4. Connect with the High Schools to assess ways to connect students with the wide range of opportunities that exist in West Parry Sound.	Jan 15/24: EDO has conducted meetings with the new principal of École publique aux Quatre-Vents, the French language public/high school with the Conseil scolaire public du Nord-Est de l'Ontario (CSPNE).
114								
115	ORGANIZATION EXCELLENCE							
116								

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117	1. Follow sound financial policies in service delivery now and into the future	S	1.1a Modernization 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.
118								
119		S	1.1b Modernization 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.
120								
121		S	1.1c Modernization (3)	CAO's Office, Public Works	Applied 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. Jan 2025: Final financial Reports submitted to province. Complete
122								

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123		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 technology installed in Town vehicles to provide data to better respond 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. Oct 30/25: Staff compile risk management initiatives for insurance policy renewal.
124								
125			1.3 Undertake an Organizational Review	CAO's Office/ Admin	2024	2024	1. Meet with staff to determine the scope of the review.	Sept/24: The need for a full organizational review is being reassessed. Jan/25: As part of budget deliberation it was determined a full organizational review was not required. Reviews by department will take place when required. COMPLETE
126						2025	2. Confirm a budget and draft a Request for Proposal	N/A
127						2025	3. Award the proposal;	N/A
128						2025-2026	4. Communicate report recommendations and implementation timeline.	N/A
129								
130			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 Second OP Draft released to public Jan/25: Apr/25: Staff starting design process for final document layout Jun/25: Implementing policies for the Waterfront Master Plan developed to be included in the OP Oct/25: Discussions over Downtown Policies occurring with the creation of a position paper for Council consideration.
131								
132			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.	Oct 9/25: Staff attended Grantmatch software training completed. Staff are currently awaiting access to the tool

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133							2. Develop information to enable reporting and tracking grant applications within that software.	
134							3. Seek out grant report writing educational opportunities for staff.	
135							4. Develop a policy for the management of grant requirements and tracking as well as identify roles and responsibilities.	
136								
137	2. Reduce the Town's impact on the environment	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 Maintenance 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. Sept/24: Staff will compile an update for past winter seasons and present to Council
138								
139		S	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 resolve differences.
140								

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141		S	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 Sept/24: Active Participation in ICECAP has continued - most recently staff hosted a "savings by design" workshop by Enbridge designed to identify and possibly fund energy efficiency improvements at the BOCC and included invitations to all ICECAP members
142								
143	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. Sept/24: Scada improvements and refinements continue with hardware deployment and refinement of software and reporting capabilities to comply with regulatory requirements.
144								
145			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. Aug/24: Negotiated the position being out of the Union. Sept/24: Position currently being recruited. Mar/25: The position has been filled.
146						2024	2. Survey area businesses & residents for their engagement preferences	Oct 30/25: The recent Community Engagement Survey provided feedback from local area business owners and residents on preferred engagement preferences. Complete
147							3. Review with responsible depts events such as Volunteer Appreciation; Mayor's Levee inc. Order of PS to determine if improvements can be made.	

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148						2025 1st Qtr	4. implement engagement; consider Town Hall meetings; "doors open" program to meet Mayor/Cllrs; breakfast with Mayor	Apr 25/25: Being considered to the draft strategy Oct/25: Upcoming Communications and Engagement Strategy will support these and other suggestions as revealed from the recent Community Engagement Survey
149								
150			3.4 Conduct Continuous Improvement Review of Processes	HR	2024	2024		
151								
152	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.
153								
154		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 re-engage staff. Volunteers to submit by March/24: T-shirts delivered/Submissions to be sent to CAO Oct 30/24: The Photo contest is currently open Oct 30/25: All staff meeting and bbq held July 9/25 was well attended and provided staff with updates from each department. Recently, an announcement was distributed regarding the Staff Christmas Party on Dec 6/25
155								
156		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.
157								
158			4.5 Continue to Engage & Communicate with Staff	HR	2024	2024	1. Re-invigorate Wellness Committee after pandemic hiatus	Sept 15/23: Committee in Force and first meeting of Wellness Committee with Members from each department. Dec 4/23: Wellness Committee: Spreading Holiday Joy Day: Surprise coffee and treats delivered to all departments during morning break. Oct/24: Plan to deliver Halloween Treats to Departments See below for events for end of 2024-2025 events.

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159							2. 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. Oct 29/24: Plan to deliver Halloween treats Dec 28/24: Employee/Family Free Skate at BOCC with refreshments
160							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. Jan/25: Meeting to be held in first quarter 2025 to discuss annual goals for charitable campaigns.
161							4. Wellness Committee: MyParrySound Photo Contest.	Dec/24: Contest closed. Winners awarded-posted on ToPSi
162								
163	OTHER							
164								