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7	ECONOMIC DEVELOPMENT						
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9	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 municipal 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.</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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10							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.
11							
12	2.Take action to develop a waterfront	S	2.1 Acquire the BSM water lots from the Federal Government	Development & Protective Services		Complete	
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14		S	2.2 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>
15							
16		O	2.3 Establish a Waterfront Advisory Committee	Public Works and Parks and Rec	3rd qtr 2021	Complete	<p>The Advisory Committee was established in 2021 3rd Qtr and Interest in joining the Committee was advertised. The Committee objectives are the environment and providing input into making the waterfront a people gathering place.</p> <p>Jan 28/22: Council approved appointments to the Committee in the 4th Qtr. Workloads delayed bringing the Committee together in the 4th Qtr.</p> <p>Apr 14/22: WAC held first meeting February 7, 2022.</p>

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18	3. Plan for future capacity	S	3.1 Asset Management	Finance		Complete	<p>Continuing to document all municipal assets, life cycle, condition assessment and replacement costs to ensure the continuity, reliability, safety and sustainability of municipal services.</p> <p>Apr 16/21: The Provincial deadline of July 1, 2021 for Asset Management Plans (AMP) has been extended by one year to July 2022.</p> <p>Jul 16/21: Corporate wide IDs have been created for all core infrastructure assets and data work continues to import condition assessment data from streetscan information and GIS information.</p> <p>Oct 15/21: Workshops to develop risk and criticality models have been conducted with management staff. These will help to prioritize infrastructure needs and will differ based on the type of asset (roads/storm, parks and recreation, water/sewer, facilities, equipment and fleet).</p> <p>Apr 12/22: Lifecycle workshops were held with staff for facilities/parks, vehicles/equipment, roads/bridges/storm, water, and sanitary on February 23rd and 24th. Levels of service: KPI workshops were held with staff for roads, bridges, water, wastewater, and storm (core assets). The Final Risk Report has been developed which includes methodology, risk frameworks per asset category, and training materials.</p> <p>Jan 10/23: An updated asset management plan for core infrastructure was completed in August 2022. For the next update, the plan needs to be enhanced to include all assets by July 2024.</p>
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20		S	3.2 DC Background Study	Finance	2nd qtr 2020	1st qtr 2023	<p>Developed a draft growth forecast as a foundation for the DC Background Study. Continuing the process of identifying growth related capital costs and determining the amount that can be recovered from growth.</p> <p>Apr 16/21: Consultants beginning meetings with department staff to identify capital projects required to support growth.</p> <p>July 16/21: Staff meetings were held with the consultants and department staff to request capital needs information to support the growth identified. Information continues to be collected from departmental staff related to growth needs in Infrastructure as well as Parks and Recreation. By-law, Fire, Provincial Offences, and Ambulance needs are complete.</p> <p>Oct 15/21: Templates with capital needs have been completed for Fire, By-law, POA, and Land Ambulance. Still working through the development of needs for parks and recreation, roads/storm, and water/wastewater. The completion of the water and wastewater capacity modeling will assist with the completion once available.</p> <p>Jan 28/22: Identified a draft list of growth related capital projects to provide service to the identified growth projects. Meeting scheduled with the consultants to review/validate the project list.</p> <p>Jan 10/23: A training session was provided on development charges to Council in December 2022. The Draft Development Charges Background Study was posted on the Town's website on December 28, 2022. Notice of the public meeting will be provided and the date is tentatively scheduled for February 21st, 2023. The final by-law is expected to come to Council for March 7, 2023.</p>
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22		S	3.3 Local Service Policy (LSP)	Development & Protective Services		Complete	Establish a LSP to set out the Town's expectations from development for capital works that directly benefit the development, but will be constructed on municipal property
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24		S	3.4 Wastewater Capacity Analysis	Public Works	3rd qtr 2020	4th qtr 2021 Complete	Report to Council in 2021 for Budget to approve funds to conduct an analysis of capacity limits and constraints within the system and at the plant to determine current capacity, identify issues, identify corrective action and reduce uncertainties. Apr 16/21: Budget approved and consultants engaged. Oct 15/21: Draft report received. October 2021 - Water model draft received - draft wastewater model expected the week of October 10 - modelling is proving challenging in wastewater due to complexity of the Town's Wastewater system. Dec 21/21: With the Capacity Study complete the consultant provided an educational presentation to Council on the complexity, interdependancies and challenges presented by the Town's wastewater system in terms of services to existing residents and future growth.
25							
26		S	3.5 Water Capacity Analysis	Public Works	4th qtr 2020	2nd qtr 2022 Complete	Report to Council in 2021 for Budget to approve funds to conduct an analysis of capacity limits and constraints within the system and at the plant to determine current capacity, identify issues, identify corrective action and reduce uncertainties. Apr 16/21: Budget approved and consultants engaged. Draft report received. Oct 15/21: Draft water report received late September 2021. Jan 28/22: Consultant has a functional digital model representing system capacity that will serve to allow us to identify and address capacity in various parts of both water and wastewater. Staff in conjunction with our consultant are working on strategies to address potential capacity constraints.
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28		S	3.6 Construction Standards	Public Works	2nd qtr 2021	2nd qtr 2022	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/22: Discussion of this project with Tatham Engineering - 2023 budget item
29							
30		S	3.7 Formalize a Development Review Process	Development & Protective Services	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 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.
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32		S	3.8 Allocation /Servicing Agreement	Development & Protective Services; Public Works	4th qtr 2021	Complete	Oct 15/21: Implement policies and guidelines to allocate water and wastewater services in a manner that provides confidence to developers of available services and will remove the allocation if it is not utilized. July 7/22: Report presented and by-law approved at May 17/22 Council meeting revising existing by-law and implementing new fees. Application process created and is administered by PW. Jan 12/23: Water & Wastewater fees implemented. Process for collection administered by PW. KPO Complete
33							
34		S	Requesting removal from the PS Area Planning Board	CAO's Office and Planning	on-going	Complete	Oct 15/21: The Town is one of 5 area municipalities that belong to the PS Area Planning Board. The Planning Board adds time and costs to the planning approval process. As the Town has a qualified planner on staff Council didn't believe the Planning Board added value to the approval process. After significant consultation with the Province over the past few years, the Province has approved the Town's request to be removed from the Planning Board and it will take effect January 1, 2022. Jan 28/22: The Minister has provided all the necessary approvals and the transfer of responsibility was effective January 1, 2022.
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36	4. Support housing options across the spectrum	S	4.1 Increase Attainable Housing Options	Development & Protective Services		on-going	<p>Comprehensive Zoning By-law update distributed internally for review and comment.</p> <p>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.</p> <p>Consultation with DSSAB on funding opportunities for residents to gain access to Forgivable Loans to renovate or construct accessory and ancillary dwelling units.</p> <p>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.</p> <p>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.</p> <p>Apr 13/22: Report will be coming forward to refund building permit fees as a way to incentivize the creating of accessory dwelling units.</p> <p>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.</p> <p>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.</p>

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38	QUALITY OF LIFE						
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40	1. Work with partners to increase recreational opportunities	S	1.1a Recreation & Culture Centre (Wellness Centre and Pool Committee WCPC)	CAO's Office	on-going	Complete	<p>Continue working with area municipalities and First Nations to receive the grant and realize the construction of a recreation and culture centre. In October WCPC approved a series of recommendations from the Steering Committee. Next step is for each area municipality to endorse the recommendations. To date, McDougall, Parry Sound and the Archipelago have endorsed the recommendations. The Steering Committee has asked CS&P, the firm that undertook the due diligence to review the proformas they prepared in light of some inquiries.</p> <p>Apr 16/21: Proformas reviewed and presented to the WCPC on April 8th.</p> <p>Discussions being held with the YMCA re land.</p> <p>Working through McKellar's concerns.</p> <p>Assessing the impact of Whitestone's decision.</p> <p>July 16/21: We have a draft MOU from the YMCA with the objective that the property would be donated to the Board. The Steering Committee is continuing to provide support to Seguin and McKellar as their Councils continue to discuss the WCPC's recommendations for Recreation and Culture Centre.</p> <p>Oct 15/21: As of September 9, 2021 the 6 area municipalities approved a partnership agreement which was critical to the creation of a municipal services board (MSB) that will oversee the design, construction and operation of the recreation centre.</p>
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42		O	1.1b Recreation & Culture Centre(MSB)	CAO's Office	3rd qtr 2021	on-going	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Sept/22: the Board authorized the issuance of an RFP for architectural services.</p> <p>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</p>
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44		S	1.2 Recreation Master Plan	Public Works	1st qtr 2021	4th qtr 2022	Update the Master Plan and provide an opportunity for other municipalities to participate. Completion date moved out due to the pandemic. Oct 15/21: Will continue to attempt to gain consultant engagement and evaluate circumstance of first and second release attempts resulting in no consultant uptake. Watson and Associates was going to attempt to help locate willing consultants. July 20/22: McQueen Galloway Associates hired for new plan. Community consultations underway. Plan to be complete and presented to Council in January 2023. Jan 12/23: The Culture, Parks and Recreation Master Plan workshop is to be rescheduled in January. Workshop planned for December was postponed due to illness with the principal consultant.
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46		S	1.3 Improve St. Charles Sidewalk Crossing	Public Works	3rd qtr 2020	2023	<p>Dependant on approval of external funding application. Application submitted and is currently under review at the Federal level.</p> <p>Apr 16/21: Grant application approved. Now move to the design phase.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>July 28/22: Demolition of house RFP being compiled and engineering on crossing and alignment continuing.</p> <p>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.</p>
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48	ORGANIZATION EXCELLENCE						
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50	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.
51							
52		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.
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54		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.
55							
56		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.
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58	2. Reduce the Town's impact on the environment	S	2.1 Winter Maintenance Strategy	Public Works	4th qtr 2020	3rd qtr 2022	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
59							
60		S	2.2 Speedier/ Solar Project	Public Works	2018	3rd qtr 2022	<p>Finalize agreements with Lakeland Power and support construction as necessary. Construction of the solar field is nearing completion.</p> <p>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.</p> <p>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.</p>
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62		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
63							
64	3. Customer Service and Community Engagement	O	3.1 Evaluate Scada Technology	Public Works	2020	3rd qtr 2022	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.
65							
66		O	3.2 Implement New Building Permit System	Development and Protective Services	2020	Complete	After review by the Team undertaking the Modernization Review it was recommended to proceed with the software purchase. Council granted approval. Staff have been trained on the new software and a soft rollout is expected in March. Apr 16/21: The new system (Cloudpermit) is being used internally and is being beta tested for use by the public. Testing complete and the system will be accessible for use by the public in the next couple of weeks. Oct 15/21: System is implemented.

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68	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.
69							
70		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.
71							
72		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.
73							

	A	B	C	D	E	F	G
1	Update - Key Performance Objectives (KPOs) 2020 (updated blue January 13, 2023)						
2							
3							
4	Key Performance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Department	Target Date		Comments
5					Start	Completion	
6							
74		S	4.4 Employee Retention	CAO's Office	3rd qtr 2021	on-going	<p>Oct 15/21: As a municipality, we are in the service delivery business. The majority of the services we provide are delivered through staff, often on a one on one basis. Employee retention is important for continuity of service and information, resulting more effectient and effective service delivery. In September 2021 Council approved a Remote Work Policy that provides flexibility and signals that the Town is a progressive employer. Received funding to rehabilitate the PW's facility, creating a more suitable work environment for employees.</p> <p>Apr 13/22: The Town periodically finds itself hiring individuals at an entry level and providing training. Those individuals become more maketable and often have to leave to further their career or increase their compensation. For positions that are in high demand the Town has developed additional levels so an incumbent can move up in the pay scale as they increase their qualifications and experience without having to seek employment elsewhere. Employees may eventually leave, however this reduces the frequency of staff turnover and extends their employment with the Town.</p> <p>Aug 9/22 In the process of finalizing the non-union compensation review.</p>

	A	B	C	D	E	F	G
1	Update - Key Performance Objectives (KPOs) 2020 (updated blue January 13, 2023)						
2							
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4	Key Performance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Department	Target Date		Comments
5					Start	Completion	
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75							
76	OTHER						
77							
78	1. COVID-19	O	1.1 COVID-19 Response Planning	Senior Leadership Team	1st qtr 2020	Complete	<p>Responding to COVID-19 required significant resources in order to deal with an unknown, comply with rapidly evolving Provincial and Health Unit directives/advice and Orders. Significant effort was made to coordinate the Town's actions and messaging with area municipalities. The security of essential services such as water, wastewater, fire, etc. are critical. The continuance of services to the public continue to be a priority. Internally technology was redeployed and processes changed to provide services while ensuring a safe work environment. Response Plans have been developed for Town facilities.</p> <p>Apr 16/21: The extended lock-down continues to keep the offices closed to the public and staff working at home where possible.</p> <p>The 2021 impact of Covid on the Town has been reflected in the 2021 budget.</p> <p>The Town has worked closely with the WPSHC and the Health Unit to set-up vaccine clinics. The area rep on the HU Board has resigned. Mayor McGarvey has been appointed to the Board.</p> <p>July 16/21: Although the impact of Covid will continue the Town is well positioned to deal with the ongoing implications of the pandemic. Vaccination rates are high, work place policies are in place and ongoing issues are being addressed through regular work processes. Therefore this item is considered complete.</p>
79							
80		O	1.2 Cost Containment Strategy	Senior Leadership Team	1st qtr 2020	Complete	<p>COVID-19 has had a negative impact on the Town's 2020 budget. To respond staff recommended a cost containment strategy to Council to offset the budgetary impact of COVID-19. As a result of these actions, indications are that the financial impact is being managed and the Town is not expected to end the 2020 year with a deficit. Also there have not been any cash flow challenges.</p>

	A	B	C	D	E	F	G
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2							
3							
4	Key Performance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Department	Target Date		Comments
5					Start	Completion	
6							
81							
82							Staff also undertook a cashflow analysis to assess the impact of a slower collection of property taxes under various scenarios and develop an action plan accordingly. Based on a review by staff there has not been a significant negative impact on the payment of property taxes. Outstanding taxes have remained relatively consistent with prior years. Staff will continue to monitor outstanding taxes as the pandemic continues. Apr 16/21: The negative impact of Covid in 2020 has been mitigated. Staff anticipate a 2020 year-end surplus. Staff have worked with local businesses to assist with access to Provincial and Federal Covid relief programs. The impact of Covid will continue into 2021 and adjustments have been made so Covid has no impact on the tax rate in 2021. Staff will continue to monitor taxes receivable and other key indicators.
83							

	A	B	C	D	E	F	G
1	Update - Key Performance Objectives (KPOs) 2020 (updated blue January 13, 2023)						
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3							
4	Key Performance Objective (KPO)	Strategic (S) Operational (O)	Description	Lead Department	Target Date		Comments
5					Start	Completion	
6							
84	2. Seguin's MZO	S	2.1	CAO/ Director of Development & Protective Services	4th qtr 2021	2nd qtr 2022	<p>Jan 28/22: In November 2021 the Town was advised by Seguin that they would be applying for a Minister's Zoning Order (MZO). The request would include 700 acres abutting the Town's southern boundary and accommodate up to 3,500 homes. Given the scope and scale of the proposal and its proximity to the Town, the Town retained planning, economic and legal experts to review and assess the implications. Seguin requested comments by December 3, 2021 so Council held a Special Council meeting on November 30th and provided a letter to Seguin on December 2nd setting out the Town's concerns, including the lack of consultation and information. The Town's concerns were supported by 2 other abutting municipalities, The Archipelago and McDougall.</p> <p>Following Seguin's December 6th Council meeting they submitted the MZO request to the Minister January 5, 2022.</p> <p>Apr 13/22: With the MZO formally submitted the Town reviewed the document. Additional concerns were identified. On January 27, 2022 the Mayor, on behalf of Council submitted a letter to the Minister setting out the concerns. The Town's Mayor and CAO met with the Mayor and CAO of Seguin on January 28th. Council's position was that the MZO request was premature. The Town was expecting to hear Seguin's response to the concerns raised by the Town. March 2, 2022 Seguin provided a written response to the Town's December 2, 2021 and January 27, 2022 letters. Seguin followed up with a delegation to Town Council on April 5, 2022.</p> <p>Aug 9/22: In response to the delegation, staff placed a report on the April 19, 2022 Council agenda. The report identified information gaps and required studies. The information was required prior to the Town supporting the MZO and entering into discussions regarding servicing agreements. On July 20, 2022 Seguin responded and advised they will not be undertaking any studies.</p>