



# Partnering for the Future


2020-2030 Strategic Plan



# Partnering for the Future

## 2020-2030 Strategic Plan

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“ We need a system where our voices can be heard. I think that can greatly help improve the way the community works. ”

# Message from Mayor and Council

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This strategic plan belongs to everyone in our community. Through our consultations, you told us what is important to you, where we need to focus our efforts and how we can do better. You shared your pride for Parry Sound and why you love living here. You have also shared your ideas to improve our quality of life and economic prosperity.

At the centre of what we heard is partnering. We heard time and again that Parry Sound is stronger when we work together with our municipal neighbours and senior levels of government, because what is good for the region is good for the Town. Collaboration with others is woven through each of the three priority areas in this strategic plan and it includes West Parry Sound municipalities, other levels of government, First Nations communities, the business community and more.



This strategic plan draws on our strengths and all that makes Parry Sound unique. It sets out opportunities for growth and environmental stewardship and resiliency, while at the same time, balancing our fiscal realities. We promise to report back on our progress, share our successes and let you know when we face challenges.

Thank you to everyone who participated. We hope you will continue to be engaged as we roll out this plan. Together we will build a stronger future for Parry Sound.

Jamie McGarvey  
*Mayor*

# Vision, Mission, Values

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## VISION

The Jewel of Georgian Bay, a sustainable community focused on opportunity, growth and healthy living.

## MISSION

To listen to our residents and collaborate with our neighbours to deliver excellence and quality services that lead Parry Sound to a prosperous, healthy and sustainable future.

## VALUES

The Town of Parry Sound is committed to its five corporate values. These values guide our decision making, our actions and our interactions. They are a foundation for our culture. They "CHART" a course for our future success.



**Collaboration**



**Honesty**



**Accountability**



**Respect**



**Transparency**



# Strategic Priorities

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## ECONOMIC GROWTH

Parry Sound will be development ready, and will strengthen and diversify its economy to provide sustainable growth, quality employment and housing that is attainable.



## ORGANIZATIONAL EXCELLENCE

The Town of Parry Sound is responsible and accountable to its residents to deliver value for taxpayer dollars.



## QUALITY OF LIFE

Parry Sound is a great place to live, work, play, invest and grow.



# Community Input

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This plan represents the voices of over 300 residents, youth and members of the business, non-profit, healthcare and social services communities, in addition to input from Council and the Town's leadership. The community's feedback is represented in each priority and the objectives. Their words are also found throughout this Strategic Plan.

“ I think we should encourage the developers to build a mix of housing. Healthy communities integrate affordable housing with other types of housing. ”

“ The Town should partner with current, established local businesses on what to provide to new and emerging businesses. ”





# Economic Growth

**Parry Sound will be development ready, and will strengthen and diversify its economy to provide sustainable growth, quality employment and housing that is attainable.**

## **Partner to diversify the local economy and promote Parry Sound as the regional centre**

- Take a “We’re Better Together” approach: expand partnership opportunities to create greater economic prosperity in the area
- Develop a long-term Economic Growth strategy in consultation with key stakeholders that sets a clear path for the future
- In collaboration with key agencies and stakeholders, diversify businesses in Parry Sound when attracting growth and development, including in the municipal airport and industrial park
- Collaborate with other area municipalities and local organizations to improve tourism marketing
- Partner with other agencies and stakeholders to market available move-in-ready land
- Provide support through policies and municipal services to enhance the experience of visiting the downtown

## **Take action to develop the waterfront**

- Work with partners and landowners to advance waterfront development and establish it as a people gathering place
- Support the development of brownfield sites
- Create a property development strategy for the OPP and MNR sites
- Engage the owners of vacant lands on the south side of the harbour to undertake a market study to identify development opportunities

## **Plan for future capacity**

- Continue focus on replacing or updating old or failing infrastructure as a matter of priority, planning ahead for future capacity and ensuring climate change resiliency
- Lobby the federal government to expedite the replacement of the Wasauksing First Nation swing bridge

## **Support housing options across the spectrum**

- Support more housing options for new and existing employees as part of business attraction and retention
- Assess current policies to assist in providing greater flexibility for the development of creative housing solutions
- Work with local partners to increase attainable housing options

“ A pool would bring employment, education, improved senior living, encouragement for young families to move here, draw in people from outlying communities who then shop and eat to build the economy. ”

“ Have more events throughout the year to not only attract out of town people but for locals as well. ”







# Quality of Life

**Parry Sound is a great place to live, work, play, invest and grow.**

## **Work with partners to increase recreational opportunities**

- Develop a Master Recreation and Culture Plan that will assess and look to address the needs of recreational programming for all ages
- Continue working with partners to pursue and promote funding grant applications and investments to build a recreation complex in Parry Sound
- Strengthen existing partnerships with service clubs, the business community, environmental groups and non-profit agencies to promote community well-being
- Increase active transportation (walkability and bikeability) in the municipality

## **Look for opportunities to be an all-inclusive community**

- Take an inclusivity lens in all decision making related to policies, services and programs to ensure the Town of Parry Sound is welcoming and respectful to all members of our community

## **Build community pride in Parry Sound**

- Work with the private sector and other community partners to facilitate more events in Parry Sound
- Encourage initiatives that create a stronger sense of community

## **Promote post-secondary education within the community**

- Advocate retaining post-secondary education in Parry Sound



“ Concentrate on building a town that the next generation wants to live in. That means walkability, bike lanes, high-density housing, and choices that are good for the environment. ”

“ ... greater collaboration between area municipalities. ”





# Organizational Excellence

## **The Town of Parry Sound is responsible and accountable to its residents to deliver value for taxpayer dollars.**

### **Follow sound financial policies in service delivery now and into the future**

- Develop a long-term (20-year) financial sustainability plan that includes asset management as the foundation
- Continue to focus on leveraging available funding programs and optimize other revenue sources as an alternative to property taxation
- Maintain a focus on sustainability, contingency planning and financial flexibility in decision making
- Explore shared services opportunities with other municipalities and First Nations, and look for opportunities for cost savings

### **Reduce the Town's impact on the environment**

- Incorporate "What are the environmental impacts?" into our decision-making process. Take steps to demonstrate how they are being mitigated
- Conduct annual tracking and reporting of energy usage
- Develop and implement a plan with regional partners to reduce the area's carbon footprint
- Continue to assess the viability of the Parry Sound solar project
- In conjunction with our partners drive towards becoming a Net Zero community

### **Customer service and community engagement**

- Develop a communications strategy to improve engagement and two-way communication to solicit input and keep the public informed
- Assess administrative processes to ensure efficiency and effectiveness
- Develop a corporate information technology strategy and implementation plan to maximize the benefit of technology in municipal administration and the delivery of services

### **Engaged staff**

- Enhance employee engagement by providing opportunities for employee input and the empowerment of staff
- Encourage employees to be ambassadors of the Town and to meet corporate objectives
- Create a leadership development program
- Recognize employee achievements both for the Town and for the community
- Reinforce a collaborative team-based environment

# Reporting Progress

## Putting the plan into action

The objectives identified in this plan will guide the development of annual Key Performance Objectives (KPOs) for each Town department. The KPOs outline specific projects or initiatives that relate to the strategic plan. Strategic KPO's are approved each year by Council and are reviewed and updated quarterly.

## Accountability and Progress

The strategic plan sets the vision for the Town, guides priority setting and the allocation of resources. The Town is committed to reporting on the progress of the implementation of the strategic plan. This will occur in a number of ways:

- 1 Town website and social media
- 2 Quarterly KPO reviews
- 3 Annual strategic plan report cards
- 4 Staff reports to Council
- 5 Operating plans
- 6 Annual Town budgets



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