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8	ECONOMIC DEVELOPMENT							
9								
10	1.Partner to diversify the local economy and promote Parry Sound as the regional centre.	S	1.1 Collaborate with key stakeholders when attracting growth & Development (S) Continue to partner in the Regional Economic Development Collaborative for FedNor's 3 year funding commitment ending 2023	CAO's Office	2020	2023		<p>Council approved a further 3-year commitment to the Regional Economic Development Collaborative. The CAO for the Town of Parry Sound was appointed Vice Chair. Regional Economic Development Officer successfully recruited.</p> <p>Apr 16/21: The Regional EDO has presented a 3 year workplan to the Steering Committee. The Regional EDO has been meeting with stakeholders in the community and has introduced himself to the area Councils.</p> <p>July 16/21: Each municipality approved revised terms of reference for the collaborative. Since then each municipality has appointed a representative to the Stakeholder Board. The Board recently met for the inaugural meeting and appointed a Chair and Vice-Chair.</p> <p>Oct 15/21: The Committee members are the area CAOs. The Chair was McKellar's CAO. With his leaving McKellar the new Chair is The Archipelago's CAO, effective October 6th. Regional economic development operates on a 3 year FedNor funding cycle. Preliminary discussions have started regarding the need to have a more long term certainty and continuity in terms of staff resources and funding.</p> <p>Jan 28/22: The Stakeholder Board met on November 30, 2021. In early January the first media release was issued, 2021 in review. The media release was a joint release from the Town and the Regional Economic Development Collaborative. Currently the Collaborative operates in 3 year cycles, largely funded by FedNor. This approach makes it difficult to plan long term and ensure continuity in programs, staffing, etc.</p>
11								<p>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.</p> <p>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.</p>

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34			1.6 Continue to support Workforce Development Training	Ec Dev	TBD	TBD	1. Conduct periodic surveys of business needs.	
35							2. Regularly advise local businesses re: available funding for training from IION, NOHFC and FedNor.	
36							3. Investigate opportunities for coop students	
37							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).	
38								
39			1.7 Strengthen Connections with Partners to support & strengthen Newcomer Recruitment & Programs	Ec Dev	TBD	TBD	1. Partner with Parry Sound Friends of Newcomers (a not-for-profit volunteer organization set up by the Parry Sound Rotary Club) to identify opportunities to support newcomers arriving in town.	

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40							2. Regularly consult with local businesses re: their staffing needs and direct newcomers to appropriate positions.	
41							3. Partner with the Newcomer Centre of Peel to attract newcomers from the GTA relocate to Parry Sound.	
42							4. Organize FAM tours of newcomers from the GTA to Parry Sound and local employers.	
43							5. Prepare a Town's Welcome Package for newcomers.	
44							6. Advocate and monitor developments such as the RNIP (Rural and Northern Immigration Pilot) program.	
45								
46			1.8 Develop a Youth Out-Migration & Engagement Strategy	Ec Dev	TBD	TBD	1. Establish contacts with post-secondary institutions in the area	

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47							2. Identify ways to expose local youth to municipal and other career opportunities in West Parry Sound.	
48							3. Create a sense of community with the youth by offering them an opportunity to participate on boards, committees, etc	
49							4. Actively seek funding for co-op and summer employment of students with the municipality.	
50								
51			1.9 Research MAT Feasibility	Finance	2024	2025-2027	1. Develop background information re: MAT tax, how other municipalities are running their program, outsourcing collection possibilities, licensing requirements for specific businesses, and details specific to the Town of Parry Sound.	

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65	2. Take action to develop the waterfront	S	2.1 Lobby the Provincial government to declare 7 Bay St. as surplus lands for the potential acquisition of the property by the Town or developer.	CAO's Office	2020	Until Province declares property surplus		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.
66								
67			2.2 Review and Update Waterfront Master Plan	Planning	2024	2024		

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83	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 incent 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> <p>Apr 28/23: Town will be selling approx. 23 acres on Parry Sound Rd. for housing.</p> <p>June 22/23: RFP to sell the land was published this date</p>
84								
85			4.2 Develop a Housing Strategy	Planning	2024	2028-2030		
86								
87								
88								
89	QUALITY OF LIFE							

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104	2. Look for opportunities to be an all-inclusive community		2.1 Continue to strengthen efforts towards Truth & Reconciliation	CAO's office	on-going	on-going	1. Continue the tradition of the annual Friendship Picnic.		
105						Fall, 2024			2. Articulate our collective vision in a Memorandum of Understanding with Wasauksing, our immediate First Nation neighbour.
106									
107			2.2 Enhance New Resident Program	Finance	2024	2024	1. Develop Welcome to Parry Sound pkg that includes information on Town services		
108							2. Expand information to include opportunities to connect to the community.		
109									
110									
111			2.3 Support a Regional Transportation Plan	Public Works	2024	2025-2030			

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120			3.2 Develop a Community Pride-of-Place Campaign	Comm-Engage mt/ Deputy Clerk	TBD	TBD	1. Assess best practices used in other communities for engaging businesses and residents.	
121							2. Develop an inventory of unique cultural and physical attributes of the community that can be used to foster a sense of pride-of-place.	
122							3. Develop an engagement strategy and consider incentives to encourage pride in the maintenance of residential and business properties.	
123								
124	4. Promote Post-Secondary Education within the Community		4.1 Continue to Advocate for and Support Education	Ec Dev	TBD	TBD	1. Survey the business community to their needs and what support the Town can provide.	
125							2. Identify opportunities to partner with local businesses to develop experiential learning experiences.	

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137		S	1.2 Risk Management	Finance	1st qtr 2021	on-going		Oct 15/21: To manage risk and control costs staff have been taking a proactive approach to risk management. This involves working closely with the insurance carrier, understanding the Town's loss ratio, reviewing old claims, etc. The insurance carrier has been very supportive, including, reviewing agreements, providing on site inspections and providing general consultation and advice. Jan 28/22: AVL 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.
138								
139			1.3 Undertake an Organizational Review	CAO's Office/ Admin	2024	2024	1. Meet with staff to determine the scope of the review.	
140						2025	2. Confirm a budget and draft a Request for Proposal	
141						2025	3. Award the proposal;	
142						2025-2026	4. Communicate report recommendations and implementation timeline.	
143								
144			1.4 Review & Update Official Plan, By-laws, Policies	Planning	2024	2024		

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148			1.5 Continue to Pursue & Apply for Funding Programs and Revenue Sources	Finance	2024	2024	1. Offer staff training for grant match software to develop grant strategies for upcoming capital projects and collaborate on grant applications.	
149							2. Develop information to enable reporting and tracking grant applications within that software.	
150							3. Seek out grant report writing educational opportunities for staff.	

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159	3. Customer Service and Community Engagement	O	3.1 Evaluate Scada Technology	Public Works	2020	4th qtr 2023		Evaluate options based on risks, system security, long term reliability and continuity of service. Apr 16/21: This was identified in the Modernization Review as work that should be done. Funds approved in the budget, the current provider has been advised and arrangements being made to update the technology with appropriate ongoing support. Funds have been budgeted and consultants have been retained. Currently developing a conversion strategy. Oct 15/21: The evaluation of appropriate hardware/software to move forward is continuing. Apr/22: Hardware/software migration ongoing. Aug/22 Both water and wastewater are improving hardware and software replacements toward total migration of older technology to new universally servicable platform Jan 12/23: process is ongoing with current provider to ensure that a robust system is designed that can be supported by other providers if necessary. Apr 28/23: Implementation is ongoing and paced to ensure that both systems can remain functional and compliant through the process.
160								
161			3.2 Develop Framework to Increase Community Engagement	Clerk's Office	2024	2024	1. Contact other like sized municipalities for their community engagement program	
162						2024	2. Survey area businesses & resi-dents for their engagement preferences	
163							3. Review with responsible depts events such as Volunteer Appreciation; Mayor's Levee inc. Order of PS to determine if improvements can be made.	

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172		S	4.2 "My Parry Sound"	CAO's Office	2019	On-going		Engage employees in activities that bring people together, create a positive work environment, create pride in the Town and the Parry Sound area. The 2019-20 Annual Report celebrated the many successes in the Town and staff accomplishments. Employers are required to provide PPE. The Town provided face masks to promote "My Parry Sound" and a sense of solidarity. Jan 28/22: The continued presence of Covid 19 and the safety protocols have made it necessary to put this on hold. June 23/23: announced at the all staff meeting volunteers wanted for the Wellness Committee. Revisit T of R and reengage staff. Volunteers to submit by July 14/23
173								
174		S	4.3 Link KPOs and Strategic Priorities to the Performance Review Process	CAO's Office	3rd qtr 2020	3rd qtr 2022		Improve the incorporation of the KPOs and achieving the Town's strategic priorities into the Performance Review Process. This has been delayed as a result of focusing HR resources to the pandemic. Jan 28/22: This initiative has been further delayed due to the resignation of the HR Coordinator in November. Apr 13/22: HR Specialist started March 21, 2022. This initiative will be prioritized with other HR objectives.
175								
176			4.5 Continue to Engage & Communicate with Staff	HR	2024	2024		