

Economic Development		
Comprehensive Marketing Plan	25%	Some research done to improve reach and consistency of messaging. The initial concept was to have staff market the city with a focus on industrial and commercial lands. City has limited product to offer now in regards to available land. The Economic Development office believes that this can serve as a future intern job. The availability of commercial land remains limited. Staff have begun focusing on tourism marketing. Work has been done to bring all of the branding in line to serve as a cohesive message.
Investment Readiness Tools	50%	The City's commercial/industrial land profile has been updated. Modern GIS system nearing completion. Staff have begun reevaluating available residential lots and are prepping a document showing such. Industrial land is unavailable until studies at Pearson and Esten are completed. A commercial land availability document will be prepared at that time.
Identify & Adopt Industrial CIP	50%	Significant market changes in recent months/years but staff and consultants close to ready for CIP and other planning updates in near future. Staff are awaiting a city proposal from J. Richards.
Take strategic advantage of airport	33%	Some work done with the hangar and there has been increased attention to charters / pilots and customer service. New fuel truck and weather system acquired (2019) and new outdoor lighting (2021). Main building refreshed in recent years. Provincial NORDS grant secured for new airport runway sometime in 2023-25. Staff have reached out to mining operators to make more use of the Airport with no success. Contact has also been made to commercial operators with also no success. Further complicating the matter is that the airport would need to be recertified to meet TP312 regulations which would include modifications to the runways up to and possibly including blasting of the hill at runway 1-2.
Advance Cottage Lot Program & MOU	50%	Significant research done, priorities changing somewhat. Province is briefed and ready to work with City & SRPN. Staff exploring estate lot options outside of the Elliot Lake Act.
Explore Eco-Tourism & geo-tourism possibilities as part of tourism package	50%	Mississagi Park concept with First Nations partners offers first step towards cultural/eco tourism potential. Ec Dev Dept refocused and ready for tourism potential 2023 and beyond.
Capitalize on opportunities for diversification & community growth	50%	City staff are constantly working with local entrepreneurs and outside investors. The City is currently working with Elliot Lake Retirement Living (ELRL) on their Spine Road Project.
Continue to Foster Retirement Opportunities	100%	Past projects have included the NWMO, Green Energy and small manufacturing opportunities.
Continued Investment into Infrastructure		
Create Infrastructure Revitalization Plan	75%	City collaborates well with Elliot Lake Retirement Living and other community stakeholders.
Educate public re infrastructure repair & replacement	25%	There was some work was done early in the term with a 10-year plan for road/water/sewer (valley hemlock tender results highlighted issues with cost estimates that predated Covid and more recent inflation). Efforts to develop a new Asset Management Plan ongoing for 2023 and beyond
Optimize Waste Management System	50%	software to assist with multi year decision making in regards to capital projects.
Feasibility of becoming a wireless community	75%	Town Halls into Recreation Infrastructure Decisions in 2021, monthly flyer includes some infrastructure education concepts
Replace aging recreational facilities - planning starting in 2015	50%	Staff working with Ministry of Environment and engineers on a new landfill plan including expansion/diversion. Public education on recycling much improved over time.
Develop Strong Partnerships	75%	Wi-Fi Hotspots are available throughout the city. Staff continue to seek funding streams to increase wireless broadband coverage at waterfront areas and liaising with regional efforts to improve broadband.
Initiate outreach to neighbouring communities - common goals	100%	Priorities shifted over time. Arena roof repair in 2019 \$1.1M, \$3M Pool repair 2022/23
Ensure good relationships & partnerships - council & staff	50%	Quality and frequency of communications and partnering has increased with neighbouring communities including virtual monthly roundtables at staff levels and with FNs.
Support local business community	75%	Council early adopter of code of conduct (2017) and Staff Council Relations policies. Significant challenges in earlier years 2016-17 generally improved more recently.
Environmental Stewardship		
Develop Resource Management Plan	0%	City administration supports local community by sourcing locally whenever possible. Age Friendly Delivers and Business Restart funding good examples. CIP still in place. Ec Dev Dept. hosts some events like a "moonlight madness". PWs / Transit supports business thru Sunday service, adjusting hours and bus stop relocated lower plaza.
Support additional development and maintenance of trails	75%	No sign that this task was undertaken and not very clear what was the original intent...
Strong Municipal Corporate Administration & Governance		
Succession planning	50%	Continuously supports trails clubs with both labour and equipment. City purchased and supports a used backhoe, rock truck and chainsaws/hand tools for clubs in 2018/19. Support Shared Use Trails Committee work and liaise with new stakeholders, BHP, mountain fat tire bike efforts
Develop corporate culture with motivated staff and City as employer of choice	50%	Some progress over the years but gaps still remain as retention and recruitment is a constant pressure.
Customer Service Excellence	50%	Salary grid and benefits for both CUPE and Mgmt. recently modernized and has improved corporate culture. Long term collective agreement signed in 2020. Promoting staff from within has created a culture of employee value. Mgmt. / Union communication and relationship at all time high.
Develop strategic internal & external communications	50%	Implemented a public code of conduct that sets forth a guideline / consistency for dealing with the public. Steps to make things more convenient for residents eg: online payment options for taxes, donations to foodbank, pet tags and other municipal fees. More frequent bilingual messaging on newsletter and website. Improved door to door flyers and social media presence
Review & update by-laws, policies & procedures	50%	website and social media improved over time. More frequent bilingual messaging on newsletter and website. Improved door to door flyers proved successful during pandemic, virtual Town Halls on Zoom, 2022 election messaging and services well done.
Investigate feasibility of e-city services	100%	Ongoing effort. Planning and Clerks Dept busy updating policies and bylaws on a regular basis
Encourage onetime professional development	100%	This was complete. There was a new official plan introduced as well as a zoning bylaw in 2018.
Conduct service level & delivery review	25%	The majority of city services are available electronically courtesy of the new City website. The new site allows for the easy creation of payment forms and for processing. These include taxes, water pet tags and much more.
Update IT strategy to include initiatives such as update of IT infrastructure and website-adopt a communications group & improve internal and external communications	50%	Professional development is ongoing and is offered to both Management and Union staff
Adopt a council code of Conduct	100%	Multiple reviews have been done and will continue to done on transit and landfill. Regional opportunities for service sharing and partnering reviewed by consultant in 2021/22.
Support Arts & Culture in Community		
Strategic, vibrant, relevant museum for the future	50%	The last fulsome IT strategy review was done in 2009. There has been progress done on multiple fronts since that strategy plan was reviewed. There was a new website launched, staffing has been increased, servers have gone virtual and back up modules have moved offline.
Cultivate appreciation of arts & culture through accessible programming, arts & cultural facilities & entertainment for all	75%	The first (of many versions) of a Council Code of Conduct was completed in 2017.
Further develop relationships with diverse arts & culture organizations	75%	The museum was severely affected by the roof collapse of the Civic Centre. Many key artifacts were salvaged but a physical museum display space is non-existent. Artifact relocated to improved space in summer 2022.
Maintain and improve arts & cultural facilities	75%	for the mobile arts hub. City developed a mobile museum app that is poised to launch in 2021.
Financial Foundation		
Develop tax policy related to special area rate	25%	The arts community was severely affected by the Civic Centre roof collapse. Efforts ongoing to support arts & culture community with the building of the new arts hub and interim support where needed (e.g., financial resources have been made available to the groups most affected in 2019/20). Conversion of Collins Hall into a theater post-collapse. Prior to roof collapse / pandemic, considerable arts and culture support was evident in the City, e.g., community banners in 2020, coffee houses, arts on trail, murals on buildings and many more initiatives. Entertainment projects included street dances, the concert series as well as Larks in the Park.
Ensure appropriate level of reserves	50%	The City has continuously worked to develop relationships with the arts organizations including the digital creator lab, vessel project, summer arts retreats etc. In the process of designing the new arts hub, an arts needs survey was sent out and served as a large relationship builder. As noted above, the City helped displaced tenants after the collapse both with storage and financial support.
Health & Community Wellness		
Give Priority to Health Care Professionals Recruitment & Retention	75%	The City is in the development process of a new arts hub. Prior to the Civic Centre collapse, the city undertook a \$250k repair including HVAC and foundation work. Post collapse, the City invested in lighting for Collins Hall to make it concert ready.
Develop Aging in Place Strategy	75%	While some effort was done to demystify the USA/SAR done in 2018 and reviewed annually, a formal tax policy remains elusive. The City continues to have open communication with the ELWOA which should help when and if a draft formal tax policy emerges.
Provide activities & promote healthy living thru recreation for all age groups	100%	Inconsistent results over the years for several cascading reasons.
Develop an Accessibility Action Plan	100%	The city continues to support the physician recruitment program. The City's support of the CT scan purchase was also vital to physician recruitment.
Develop beautification plan and recommend implementation	50%	The age in place strategy is supported by the Age Friendly Action Plan. Gaps remain in the community re. issues faced in the later stages of life.
Support youth organizations	50%	The City provides multiple initiatives including walking and pool based programs. For younger and more active residents, The Collins Hall was opened up for basketball and pickle ball. The City also installed a sensory park, splash pad, boardwalk and beach mats to make outdoor recreation accessible to all. Other facilities that were supported or updated by the City include the Navy League building, several outdoor basketball courts, the ski hill and the skate park.
		A defined plan has been more elusive (since 2009's plan) but plenty of evidence of beautification initiatives e.g.: boardwalk project, banners / snowflakes on light poles, mural painting downtown and water fountains at the beaches.
		City supports youth organizations wherever possible by maintaining assets and programs. Youth advisory group needs to be retooled.