



## CAO, HR, Legislative Services (Clerks, Communications, IT)

Day to Day Responsibilities	2021 Projects					2022 Projects
	Project	Scheduled Completion	Council Amended Schedule	Council Request	Strategic Plan Initiative	
<ul style="list-style-type: none"> <li>• Oversight on Strategic Plan implementation</li> <li>• Ensure policies, procedures and programs are implemented</li> <li>• Employee payroll, benefits, pension</li> <li>• Health &amp; Safety</li> <li>• Legislative and procedural support to staff</li> <li>• Hiring, interviews, etc.</li> <li>• Accessibility</li> <li>• Accountability and Transparency</li> <li>• By-laws and Policies</li> <li>• Council and Committees</li> <li>• Elections</li> <li>• Cemeteries</li> <li>• Community and Support Services</li> <li>• Fees and Charges</li> <li>• License Agreements</li> <li>• Lottery Licenses</li> <li>• Code of Conduct</li> <li>• Disclosure of Pecuniary Interest</li> <li>• Integrity Commissioner</li> </ul>	District Services Review	2023	Yes - Study Q4 2021		✓	<ul style="list-style-type: none"> <li>• Conduct 2022 Election</li> <li>• Delegation of Authority Policy</li> <li>• Complete M-Files</li> <li>• Complete AODA Compliance</li> </ul>
	New Collective Agreement with Union	✓				
	Updated performance management plan	Q4 2021			✓	
	Internet & Telephone Voting System for Muskoka Municipalities	Q4 2021 – Capital Plan				
	M-files Project	Q4 2021 – Capital Plan				
	Projection Displays	Q3 2021 – Capital Plan				
	Department Restructuring	✓				
	Researching grants and developing plans/programs to achieve objectives	2022 ✓	Yes – Delegation of Authority Q3 2021		✓	
	Develop and deploy communications and marketing materials related to natural assets, septic systems, by-laws, affordable housing, trails, climate mitigation, shorelines.	2022/2023	Yes – Media releases/video Q3 2021. Social media.		✓	
	Request delegations with Provincial Ministers	Ongoing			✓	
	Participate in the Muskoka and Indigenous Leaders Information Table	Ongoing			✓	
	Continue to pursue opportunities for membership on associations which will benefit the Township	Ongoing			✓	

<ul style="list-style-type: none"> <li>• Closed Meeting Investigations</li> <li>• Freedom of Information</li> <li>• Liquor Licenses</li> <li>• Community Flag Raisings</li> <li>• Sale of Land</li> <li>• Sale of Flooded Land</li> <li>• Sale of Original Shore Road Allowance</li> <li>• Sale of Original Road Allowance</li> <li>• Tag Days</li> <li>• Government Portal</li> <li>• Delegations</li> <li>• Website</li> <li>• Social Media</li> <li>• Media Releases</li> <li>• Engage Muskoka Lakes Website</li> <li>• Media Inquiries</li> <li>• Marketing, Print Materials, etc.</li> </ul>	Covid-19 Township Reopening Framework	Ongoing				
	Continue to build/reinforce relationships with key representatives in other municipalities and levels of government through participation in peer/working groups and joint projects and initiatives Insurance Review	Ongoing			✓	

Development Services (Building, Planning, By-law, Ec. Dev)						
Day to Day Responsibilities	2021 Special Projects					2022 Special Projects
	Project	Scheduled Completion	Council Amended Schedule	Council Request	Strategic Plan Initiative	
<ul style="list-style-type: none"><li>• Provide awareness and education campaigns about, and</li><li>• enforcement of, the Township's by-laws</li><li>• Plans review, permit issuance and the inspection process</li><li>• Undertake or guide background studies, develop policies, by-laws and plans</li><li>• Review development applications</li><li>• Heritage &amp; Attainable Housing Advisory Committee</li><li>• Municipal Grants Program</li><li>• Event Support</li><li>• Annual Business Survey/Business Support</li><li>• Street Banner Applications</li><li>• Township Grant Applications</li><li>• Grants &amp; Economic Development Advisory Committee</li></ul>	Official Plan Review	Q4 2021				<ul style="list-style-type: none"><li>• E-Permitting</li><li>• Septic Re-inspection Program Review</li><li>• Climate Action Plan</li><li>• Cell Tower Policy</li><li>• By-law Enforcement Policy</li><li>• CIP Business Incentive Program/Public Realm Implementation</li></ul>
	Minett OPA	Q4 2021		✓		
	Septic Re-inspection Program Review	Q4 2021			✓	
	E-Permitting	2023			✓	
	Zoning Update: Accessory Buildings on the Waterfront	2023	Yes – Q4 2021	✓		
	Zoning Update: Legal Non-Complying Provisions	2023	Yes – Q4 2021	✓		
	Climate Action Plan	2023	Yes – Q3 2021			
	Cell Tower Policy	Q4 2021		✓		
	Attainable Housing Committee (municipal properties)	Q4 2021				
	By-law Enforcement Policy	Q4 2021		✓		
	Community Improvement Plans	✓			✓	
	Business Welcome Program	✓			✓	
	Hike the Lakes Contest	✓			✓	
	Event Permit By-law	Q4 2021		✓		
	Public Art Policy	✓		✓		
	Regional Broadband Strategy	✓			✓	
	Muskoka Lakes Winter Fun/Downtown Lights	✓			✓	
	Street Banner Policy Update	✓		✓		
	Municipal Grants Policy Update	✓		✓		
	Retail Cannabis Review	✓		✓		
	Fireworks By-law Review	Q4 2021		✓		
	Storage Container Review	✓		✓		
	Enhance/resource economic development function to broaden the Township’s ability to	Q4 2021				
<u>2021 Statistics</u>						

Planning Applications	2020 – Full Year	2021 - YTD	implement the economic development strategy					
MV	69	61	Enforce by-laws relating to environmental matters and planning approval agreements	2022 	Yes – Q2 2021 Enhanced Service Levels			
ZBA	30	33						
SPA	78	76						
CONSENT	31	68						
Building Permits	2020 – JAN to JUNE	2021 – JAN to JUNE						
Permits Issued	421	564						
Permit Fees	\$492,969	\$671,013						

Public Works						
Day to Day Responsibilities	2021 Special Projects					2022 Special Projects
	Project	Scheduled Completion	Council Amended Schedule	Council Request	Strategic Plan Initiative	
<ul style="list-style-type: none"> <li>Asset Management</li> <li>Design and construction</li> <li>Fleet management</li> <li>Maintain Township parks, docks, trails, beaches and wharves</li> <li>Cemeteries</li> <li>Community Centres</li> <li>Arenas</li> <li>Facilities</li> <li>Roads and Bridges</li> <li>Parks &amp; Trails Advisory Committee</li> <li>Entrance Permits</li> <li>Road Closures</li> <li>Swimming Program</li> </ul>	Bala Falls Bridge Environment Assessment	✓				<ul style="list-style-type: none"> <li>Transportation Master Plan</li> <li>Implement Space Optimization Study</li> <li>Complete Parks and Trails Master Plan</li> <li>Roads Needs Study</li> <li>Parks/Trails Upgrades</li> <li>Commence replacement of Bala Falls Bridge</li> <li>Initiate design of rehabilitation to Burgess1 Dam</li> <li>Winterize two of the public washrooms at Windsor and Hanna Parks</li> <li>Design of the floor replacement at the Port Carling Arena</li> </ul>
	Burgess Dam Environmental Assessment	Q4 2021 – Capital Plan				
	Parks & Recreation Master Plan	2022			✓	
	Core Infrastructure Asset Management Plan	Q4 2021			✓	
	Upgrades to the Baycliffe and Portage Docks	✓				
	Major upgrades to trails infrastructure	✓				
	HVAC upgrades in select Community Centres	✓				
	Chiller Replacement Bala Arena	✓				
	Design for the replacement of the Port Carling Arena floor	On Hold				
	Replacement of the Milford Bay Road Bridge	✓				
	Moon River Dock Replacement	✓				
	Space Optimization Study	✓			✓	
	Marina Road Review	✓		✓		
	Expansion of automatic sand/salt spreader controls	✓			✓	
	Identify goals of a transportation master plan	Q4 2021			✓	

Financial Services						
Day to Day Responsibilities	2021 Special Projects					2022 Special Projects
	Project	Scheduled Completion	Council Amended Schedule	Council Request	Strategic Plan Initiative	
<ul style="list-style-type: none"> <li>Budget and Financial Statements</li> <li>Property Taxes</li> <li>Tax Sales</li> <li>Accounts Payable</li> <li>Accounts Receivable</li> </ul>	Information Technology Strategic Plan	2022			✓	<ul style="list-style-type: none"> <li>Update Accounting Software</li> <li>Implement IT Strategic Plan</li> </ul>
	Capital Financial Plan	Ongoing		✓		
	Cityworks Management System Upgrade	Q3 2021 – Capital Plan				
	Begin to develop SMART key performance indicators	Ongoing			✓	

Emergency Services						
Day to Day Responsibilities	2021 Special Projects					2022 Special Projects
	Project	Scheduled Completion	Council Amended Schedule	Council Request	Strategic Plan Initiative	
<ul style="list-style-type: none"> <li>Oversee the operation and response of Fire Department with over 100 volunteer/part-time firefighters</li> <li>Lead Emergency Planning for the Township</li> <li>Fire and life safety public education programming and social media presence</li> <li>Proactive fire safety inspection program</li> <li>Volunteer Firefighter Recruitment</li> <li>Training programming with recognized industry professional standards</li> </ul>	Fire Master Plan	2022			✓	<ul style="list-style-type: none"> <li>Fire Master Plan</li> <li>Increased Training and Education</li> <li>Green Initiatives Review</li> </ul>
	Voyent Alert – Emergency System	✓				
	Fire Dispatch upgrades to equipment to accommodate enhanced 911 service	✓				
	Replace Pumper 1 Glen Orchard	✓				
	Replace Water Rescue Boat Port Carling	✓				