

Town of Penetanguishene

20 Year Community-Based Strategic Plan

2-Year Progress Update



Purpose



The purpose of the presentation is to provide a 2-year progress update on the the Town of Penetanguishene's 20-year Community-Based Strategic Plan. It highlights the status of each priority action item, showcasing achievements, and ongoing initiatives. This progress report was developed to foster continued communication and transparency between the Town, Council, and the community, ensuring that residents remain informed and engaged as the Town works toward its long-term vision.

Priority Actions



THEME 1: Penetanguishene.

THEME 2: Stronger Together.

**THEME 3: An Inclusive
Penetanguishene.**

THEME 4: Healthy Community.

THEME 5: Celebrate Penetanguishene.

THEME 6: Corporate Initiatives.



THEME 1 – Penetanguishene: A Vibrant Community with a Small-Town Feel.





THEME 1

Objective 1: Revitalize Main Street to help make Penetanguishene a vibrant community.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Review the current Community Improvement Plan program.	0 - 5 years		Administrative changes outlined in Staff Report <u>PL-2024-64</u> were approved by Council in January 2025. The updates aim to ensure that the CIP program remains relevant to the current community needs. Promotion of the program is ongoing.
2. Develop a marketing and communications strategy.	0 - 5 years		Development of the strategy has been delayed due to the staffing limitations of the Communications and Technology Coordinator role experienced over the past year. Completion is anticipated by the end of 2026.
3. Continue to implement the Main Street's redevelopment plan and develop a streetscaping plan.	5 - 10 years		The Peel Streetscaping Design project is currently underway and is expected to be completed by 2026. A review of best practices, existing conditions, and local context has been completed. A Public Information Centre was held on April 16, 2025, to introduce the project and gather community feedback.



THEME 1

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Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
4. Continue to review and implement the 2021 Business Retention and Expansion Study and the 2023 Market Gap initiatives.	0 - 5 years		Staff continue to implement key recommendations from the 2021 BR+E Study and the 2023 Market Gap Study. Recent initiatives include Shop Local campaigns, an updated Business Recognition Policy, and continued support for the Downtown Community Improvement Plan.
5. Work with community partners to “connect” downtown with other community nodes.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.
6. Undertake a parking strategy.	5 - 10 years		A workplan for the parking strategy was presented to Council in June 2025. Public Information Centres were held on September 17, 2025 to gather input. A recommendation report is scheduled for presentation to Committee of the Whole on November 12, 2025.



THEME 1

Objective 1: Revitalize Main Street to help make Penetanguishene a vibrant community.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
7. Establish a program whereby the Economic Advisory Committee works with local businesses to encourage local shopping.	0 - 5 years		The Shop Local Campaign was established. In 2025, the Economic Development Officer position was introduced, with outreach efforts underway to strengthen engagement with local businesses.
8. Engage Main Street property owners to discuss ideas and initiatives.	Ongoing		In 2023, 2024 and 2025, the Mayor and CAO conducted multi-day walkabouts throughout Town. These visits included conversations with local organizations to share information, listen, and gather feedback aimed at supporting efforts to strengthen the downtown business community.



THEME 1

Objective 2: Develop key properties in Penetanguishene to enhance the community.



Awaiting action



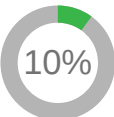
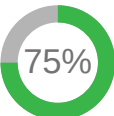
In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Move forward with the steps required for the construction of a multi-use recreation centre.	0 - 5 years	 25%	Discussions have been initiated with the Penetanguishene Curling Club. Staff are working with Colliers Project Leaders to refine next steps and establish the associated budget for the project.
2. Continue to move forward on the Ojibway Landing project.	0 - 5 years	 10%	The Record of Site Condition has been received from the Ministry of the Environment, Conservation and Parks. Quarterly sampling and testing of groundwater and surface water are ongoing, in compliance with the Ministry-issued Certificate of Property Use. The Ojibway Landing Master Planning process is proposed to commence in 2026, led by the Planning and Community Development Department.
3. Approve the Town Dock Master Plan and implement the initiatives.	0 - 5 years	 75%	The Town Dock Master Plan is currently underway, with approval anticipated in Q2 of 2026. Implementation of related initiatives will follow.



THEME 1

Objective 3: Provide a variety of housing options to meet the needs of future generations.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Encourage a greater supply and diversity of housing.	Ongoing		Staff continue to review development applications with a focus encouraging a diverse mix of housing types in development plans to support this priority action.
2. Leverage municipal and other public property to encourage more attainably priced housing.	Ongoing		In response to the County of Simcoe's Call for Proposals for affordable housing, Council endorsed <u>Staff Report 2023-69</u> recommending the inclusion of three municipal properties in a proposal for Affordable Rental Development.



THEME 2 – Stronger Together: Think Regionally to Increase Efficiencies.





THEME 2

Objective 1: Continue to work with neighbouring communities to deliver combined services and physical assets where appropriate.



Awaiting action



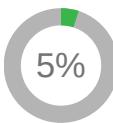
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Ongoing



Completed

Actions	Timing	Status	Update
1. Explore opportunities to reduce duplication, identify shared services, establish consistent allocation of joint community contributions, and address physical assets.	0 - 5 years		Progress continues in exploring shared service opportunities and improving coordination. The Severn Sound Environmental Association has approved a third-party review of the municipal funding allocation calculation. Additionally, the Building Shared Services Agreement has been extended through 2027.
2. Work with North Simcoe communities and Simcoe County to advocate for improved internet availability.	5 - 10 years		The Town is scheduled to meet with Compu-Solve and Vianet to assess local internet needs and develop a plan to enhance connectivity by the end of 2025.



THEME 2

Objective 1: Continue to work with neighbouring communities to deliver combined services and physical assets where appropriate.



Awaiting action



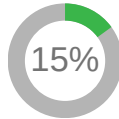
In progress



Ongoing



Completed

Actions	Timing	Status	Update
3. Work closely with the North Simcoe communities and Simcoe County to determine ways to improve public transit, active transportation, and other modes of transportation.	5 - 10 years	 15%	The Joint Transit Service with the Town of Midland has been in operation since 2016, with transit initiatives and events shared quarterly through Transit Committee meetings. The County of Simcoe launched a Transit Study to assess opportunities for enhancing regional transit services. Additionally, the Towns of Penetanguishene and Midland issued a Micro Transit Request for Proposals, which closed in early September. Submitted proposals are currently under review, with a staff report scheduled for presentation to Council in November 2025 to seek direction on next steps.



THEME 2

Objective 2: Work with neighbouring communities to provide shared active lifestyle and tourism opportunities.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Work with Simcoe County and North Simcoe municipalities to continue to highlight tourism assets.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.
2. Continue to discuss the potential to create a combined infrastructure plan within North Simcoe and Simcoe County.	5 - 10 years		In June 2024, North Simcoe municipalities and Simcoe County hosted an e-bike workshop to discuss how local by-laws impact active transportation and support regional infrastructure planning.



THEME 3 – An Inclusive Penetanguishene: Community Celebrations and Volunteerism.





THEME 3

Objective 1: Tell the unique story of Penetanguishene.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Protect and promote the unique culture of Penetanguishene.	5 - 10 years		In response to Provincial changes to the Ontario Heritage Act, Council completed a Heritage Designation Project in 2025, resulting in six new designated properties that celebrate and preserve the Town's cultural identity.
2. Develop marketing initiatives.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.
3. Formulate a comprehensive plan to develop the “story” of Penetanguishene.	5 - 10 years		This action item has not yet been initiated and is anticipated to be completed within 10 years. As a foundational step, Staff hosted the Penetanguishene 150 anniversary celebration in September 2025, including an exhibit at the Penetanguishene Centennial Museum to highlight the Town's rich history.



THEME 3

Objective 2: Engage and acknowledge Penetanguishene's historic cultures.



Awaiting action



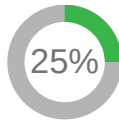
In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Implement targeted marketing and communications to highlight Penetanguishene's cultural languages.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.
2. Work with representatives from the historic cultures to partner, promote and support Town and partnered community events.	0 - 5 years		In 2024, an Ad Hoc Committee was formed to explore the creation of a new cultural festival. In 2025, the Committee recommended supporting La Clé in hosting a Francophone tourism event, pending Council approval.



THEME 3

Objective 2: Engage and acknowledge Penetanguishene's historic cultures.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
3. Include Diversity, Equity and Inclusion best practices when developing external corporate initiatives.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.
4. Celebrate the Town's heritage, languages, and cultures by establishing an annual inspired day and/or event.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.



THEME 3

Objective 3: Recognize and encourage volunteerism within Penetanguishene.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Centralize volunteer management.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.
2. Establish a coordinated plan to enable youth to contribute to the community through volunteerism.	10 - 20 years		This action item has not yet been initiated. The action is anticipated to be completed within 20 years.



THEME 4 – Healthy Community: Promote Healthy Living, Well-Being and an Active Lifestyle for All Ages.





THEME 4

Objective 1: Encourage healthy living by promoting and enhancing recreational amenities and programs.



Awaiting action



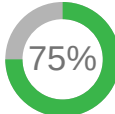
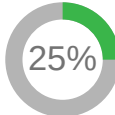
In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Penetanguishene Cycling Strategy, review and identify key recommendations.	0 - 5 years		As of October 2025, progress continues on Section 4 – Outreach of the Cycling Strategy. Key accomplishments include CANBike certification for two Recreation and Community Services staff, collaboration with Simcoe Muskoka District Health Unit on active school travel planning, and the addition of a cycling festival to the Cycle for Hope event. Notable initiatives in 2024 included the Trails Day & Bike Rodeo (June), Pump Track Clinic (May), updated Trans Canada Trail kiosk maps, Bike Month promotions, and participation in the "On the Move" Committee at James Keating School.
2. Age Friendly Community Plan, review and identify key recommendations.	0 - 5 years		An <u>annual report card</u> was submitted to Council in 2024, outlining the progress made on age-friendly initiatives. The 2025 <u>annual report card</u> , completed in October 2025, provides an assessment of the progress made over the past year. Updates are highlighted in blue within the report to distinguish new developments.



THEME 4

Objective 1: Encourage healthy living by promoting and enhancing recreational amenities and programs.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
3. Create and maintain a new Recreation Master Plan.	0 - 5 years & ongoing		A public consultation was held July 2025, and the first presentation was delivered to Committee of the Whole August 2025. The consultant is currently developing the first draft of the plan, which is scheduled for completion by December 2025. Additionally, a grant was secured through the County of Simcoe Trails Connecting Communities Program to help fund the Recreation, Parks & Trails Strategy planning exercise.
4. Review the walkability of the Town.	5 - 10 years		This action item has not yet been initiated. A Pedestrian Strategy is budgeted for 2026. The action is anticipated to be completed within 10 years.



THEME 4

Objective 2: Develop community “green” initiatives that protect the natural environment.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Continue implementing Penetanguishene's Climate Change Action Plan and Adaptation Strategy (2019/2020).	Ongoing		In early 2025, the Environmental Services (Water) Division received its first electric vehicle, with additional EV transitions planned through the Enterprise Leasing program. The Town has also entered into an agreement with an EV charging vendor, with installations scheduled for late 2025 or early 2026 at the Arena and Town Dock. Additionally, Council will be applying for Milestone 4 of the Partners for Climate Change Protection Program through staff recommendation on September 10, 2025.
2. Engage community in taking ownership of making Penetanguishene “green”.	5 - 10 years		The Town participates annually in the Provincial Day of Action on Litter, encouraging community involvement in environmental stewardship and promoting a cleaner, greener Penetanguishene.



THEME 4

Objective 2: Develop community “green” initiatives that protect the natural environment.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
3. Support local organizations interested in participating in a community garden program.	10 - 20 years		This action item has not yet been initiated. The action is anticipated to be completed within 20 years.
4. Lead by example through green habits within Town facilities.	10 - 20 years		This action item has not yet been initiated. The action is anticipated to be completed within 20 years.
5. Lead by example and encourage best-practice recycling.	0 - 5 years		In 2025, waste audits were completed at five Town facilities, with results pending from the Severn Sound Environmental Association. Additional green bins were installed at Townhall and the Penetanguishene Memorial Community Centre (PMCC) in November 2024. Once PMCC, Townhall, and the Museum are fully equipped, public communications will be issued to promote similar recycling practices community-wide.



THEME 5 – Celebrate Penetanguishene: Highlight Its Unique Heritage and Culture.





THEME 5

Objective 1: Identify Penetanguishene's current "visitor profile" and promote current strengths.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Develop a unique brand identity.	0 - 5 years		Staff are preparing a Request for Proposals to engage a consultant who will lead the development of a new brand for the Town of Penetanguishene.
2. Develop a North Simcoe tourism strategy.	5 - 10 years		This action item has not yet been initiated and is anticipated to be completed within the next 10 years. In alignment with regional efforts, the Culture Manager of the Town of Midland was informed of Penetanguishene's interest in pursuing a North Simcoe tourism strategy within a 5–10 year timeframe.



THEME 5

Objective 1: Identify Penetanguishene's current "visitor profile" and promote current strengths.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
3. Continue to work with community tourism partners to communicate assets and key strengths.	Ongoing		The Town continues to collaborate with tourism partners to promote local assets. In November 2024, staff attended Tourism Simcoe County's annual partnership meeting. In September 2025, the Town participated in the County Doors Open and celebrated Penetanguishene's 150th anniversary with a community BBQ. In November 2025, the Town will begin working with BC Hughes and Partners to develop a strategic plan to grow Winterama.
4. Develop single day and multi-day opportunities here from "start to finish".	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.



THEME 6 – Corporate Initiatives.





THEME 6

Objective 1: Implement corporate action plans.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Prioritize, assess, and increase investment in the Asset Management Plan and Town infrastructure.	Ongoing		The Asset Management Plan has been updated and is now fully compliant with the provincial regulation requirements effective July 1, 2025, ensuring a strategic approach to infrastructure planning and investment.
2. Develop a long-range financial plan.	0 - 5 years		A Request for Proposals was issued on July 7, 2025, and BMA Consulting was selected as the successful proponent. A kickoff meeting with the Senior Management Team was held in October, 2025. The Long-Term Strategic Financial Plan is expected to be completed by the end of April 2026.
3. Continue to implement and operationalize the service excellence strategy.	Ongoing		A call for interest was issued during the All Staff Meeting and through the internal intranet to form a working committee. The new committee includes nine staff members from various departments. The first meeting is scheduled in October, 2025, marking the next step in advancing the service excellence strategy.



THEME 6

Objective 2: Build partnerships.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Explore and continue to grow opportunities for the Town to partner with organizations that will enhance the community's offerings.	Ongoing		The Recreation Supervisor joined the James Keating "On the Move" Committee, supporting a partnership between Simcoe Muskoka District Health Unit and the school board to deliver an active school travel program. The Town has partnered with the Georgian Bay Cancer Support Centre to expand the Cycle for Hope event by adding a community festival. Pending Council approval in October 2025, the Town plans to partner with La Clé to launch a new Francophone-focused tourism event.



THEME 6

Objective 3: Support Staff.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Review the corporate organizational structure and staffing levels.	0 - 5 years		Preliminary discussions have taken place between the Director of Human Resources and the Chief Administrative Officer to assess the current organizational structure and staffing levels. Further review and analysis will be conducted as part of this initiative.
2. Strive to be an employer of choice.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.
3. Complete an internal Diversity, Equity and Inclusion Plan.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.



THEME 6

Objective 4: Engage the community.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Continue to engage, communicate, and educate the community on municipal initiatives.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.



THEME 6

Objective 5: Simcoe County Initiatives.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
1. Determine various ways to inform, educate, and identify County programs and services.	5 - 10 years		This action item has not yet been formally initiated and is anticipated to be completed within the next 10 years. As part of early engagement efforts, the Town participated in the County of Simcoe's Week of Welcome event on September 8, 2025. A County-hosted booth at the event provided residents with information about available programs and services, supporting ongoing efforts to enhance public awareness and community connection.
2. Evaluate the benefits of future County-wide initiatives.	5 - 10 years		This action item has not yet been initiated. The action is anticipated to be completed within 10 years.



THEME 6

Objective 5: Simcoe County Initiatives.



Awaiting action



In progress



Ongoing



Completed

Actions	Timing	Status	Update
3. Identify opportunities to develop and improve partnerships with the County in the delivery of services.	Ongoing		Staff continue to explore and evaluate partnership opportunities with the County of Simcoe to enhance service delivery. Recent examples include the introduction of an Economic Development Officer position to the Town through the County, collaborative participation in Emergency Management exercises, and the Town's transition to the Simcoe County Insurance Pool.



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