



Annual Work Plan

Name: Pamela Coulter Job Title: Director of Community Services

Department: Community Services

Division:



Projects

Rationale	SMART Goal (Description)	RACI	Resources	Risks/Mitigation	Milestones
Project Name: Downtown River Precinct -Phase II		Status: Proceeding as Anticipated			
<ul style="list-style-type: none"> ✓ Strategic Priority: Prosperous City ✓ Master Plan ✓ Committee / Council Requested <input type="checkbox"/> Legislated ✓ Capital Project <input type="checkbox"/> Other 	<p>Downtown River Precinct (DRP) – Phase II – Design completion and construction.</p> <p>Project goals:</p> <ul style="list-style-type: none"> • To improve the character and perception of the project area; • To make an inviting and inclusive public space, strengthening the image and 	<p>Project Charter/RACI When To Use</p> <p>✓ N/A</p>	<p>People: Director of Public Works Manager of Eng. And other Eng staff Planning</p> <p>Approved Budget: \$1,800,000.00</p> <p>Other: GM Blue Plan Engineering Envision Tatham Landscape Contractor TBD by tender</p>	<p>River lot ownership Agreements for easement for pedestrian access tender pricing</p>	<p>Finalize River lot transfer with public easement</p> <p>Finalize design</p> <p>Presentation to AAC (Dec 2021 & presentation to OAC)</p> <p>Tender & Award</p> <p>Implementation/Construction</p>

	<p>identity of the downtown;</p> <ul style="list-style-type: none"> Embrace and highlight the natural environment of the Sydenham River. <p>In 2022, staff, along with the consultant will complete the design and tender for construction.</p> <p>The Director is part of the Project team.</p> <p>Stakeholder: River District Board of Management GSCA Businesses in area</p>				<p>Procurement Timing: 2022-01-10</p> <p>Completion Date: 2023-08-21</p>
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name: Service Review	Status: Proceeding as Anticipated
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<input checked="" type="checkbox"/> Strategic Priority: Service Excellence <input type="checkbox"/> Master Plan <input checked="" type="checkbox"/> Committee / Council Requested	Participation in 2022 Service Review to review the City services to assess current program and service delivery model and explore alignment to the strategic plan and legislative requirements to	Project Charter/RACI When To Use <input checked="" type="checkbox"/> N/A	People: City Managers Office SLT Managers and Supervisors Front Line Staff Consultant		Issue RFP Award Project Develop Project Charter Establish current service categories
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<input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input type="checkbox"/> Other:	ensure services are being provided in an effective manner. Stakeholder: City staff, city residents, Council, Committees		Approved Budget: \$100,000		Review draft Finalize document from consultant Completion Date: 2023-03-31
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Community Safety and Well Being Plan			Status: Proceeding as Anticipated		

<input checked="" type="checkbox"/> Strategic Priority: Safe City <input type="checkbox"/> Master Plan <input type="checkbox"/> Committee / Council Requested <input checked="" type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input type="checkbox"/> Other:	<p>On January 1, 2019 a new legislative requirement came into force and municipalities were required to:</p> <p>Establish a multi sector advisory committee, consult with the committee and members of the public and create a plan that identifies priority risk factors.</p> <p>A collaborative, cross sector approach to community safety has shown many benefits.</p> <p>The Plan has been prepared and approved and in 2022 the work will</p>	Project Charter/RACI When To Use <input checked="" type="checkbox"/> N/A	<p>People: Pamela Coulter Carol Merton, Council rep Craig Ambrose, Chief of Police Shared Coordinator</p> <p>Approved Budget: Covered by Grey County budget</p> <p>Other: other local tiers, Bruce and Grey County and agency partner reps and co-ordinator</p>		<p>Continue to participate as an active member on the CSWB Advisory Committee with updates to council as appropriate.</p> <p>Procurement Timing: Click or tap to enter a date.</p> <p>Completion Date: TBD</p>
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	<p>focus on addressing the risk factors for the City as a collaborative group.</p> <p>Risk factors include: addictions and substance abuse, mental health, crime prevention, housing and homelessness and poverty and income. Action tables will be used to tackle specific areas of concern, encouraging increased collaboration. Action plan will be monitored and there will be ongoing community and stakeholder consultation.</p> <p>Stakeholder: All local tiers in Grey and Bruce Counties</p>				
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Rationale

SMART Goal
(Description)

RACI

Resources

Risks/
Mitigation

Milestones

<p>Project Name: Scotiabank Hockey Day in Canada 2023</p>	<p>Status: Complete</p>
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<p>✓ Strategic Priority: City Building</p> <p><input type="checkbox"/> Master Plan</p> <p>✓ Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input type="checkbox"/> Capital Project</p> <p>✓ Other: one time special event with national coverage</p>	<p>Support the work of the Events and Activations Coordinator and Manager of Community & Business Development to work with the LOC, Scotiabank and Sportsnet staff and local volunteers to deliver this national event</p> <p>Stakeholder: residents, broader community event partners volunteers event sponsors</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI: Click or tap here to enter text.</p> <p><input type="checkbox"/> Link to completed Project Charter: Click or tap here to enter text.</p> <p>✓ N/A</p>	<p>People: People: Events Coordinator LOC Director of Community Services IT Public Works</p> <p>Approved Budget: \$32,000 plus sponsorship</p> <p>Other:</p>	<p>lack of support from event sponsors</p> <p>poor weather</p> <p>pandemic impact on costs for event rentals, food etc.</p>	<p>Event plan in place for delivery January 18-21, 2022</p> <p>Completion Date: 2023-02-27</p>
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Rationale

SMART Goal
(Description)

RACI

Resources

Risks/
Mitigation

Milestones

Project Name: River District Action Plan and River District & City Agreement

Status: Proceeding as Anticipated

<p>✓ Strategic Priority: City Building</p> <p>✓ Master Plan</p>	<p>Work with Manager of Community Development and Community Development Coordinator to implement the initiatives from the Action Plan and to fulfill the responsibilities of</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI: Click or tap here to enter text.</p>	<p>People: Paul McGrath Vivica Gravel Adam Parsons Director of Public Works Public Works & Manager of PW</p>	<p>Lack of buy in from staff across the city to implement actions that fall under them.</p> <p>Regular check ins on status with staff</p>	
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<input checked="" type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input checked="" type="checkbox"/> Other: Agreement with RD Board of Management	the City under the agreement including maintenance and beautification and marketing and promotion. This also includes the wayfinding initiative that is a high priority of the plan. Stakeholder: River District Board of Management Downtown businesses	<input type="checkbox"/> Link to completed Project Charter : Click or tap here to enter text. <input checked="" type="checkbox"/> N/A	Rick Chappel, Cassandra Sabine Robart Approved Budget: Various – per agreement Other: Click or tap here to enter text.	Wayfinding does depend on grant funding. Political champion for the River District alignment of the Board and Council on the vision for the River District	
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Rationale

SMART Goal (Description)

RACI

Resources

Risks/ Mitigation

Milestones

Project Name: Economic Growth and Investment Framework	Status: Proceeding as Anticipated
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<input checked="" type="checkbox"/> Strategic Priority: Prosperous City <input checked="" type="checkbox"/> Master Plan <input checked="" type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input checked="" type="checkbox"/> Other: Section 2.2.3 f of Official	Working with the Manager of Community & Business Development: Grey County Economic Development identifies the following as existing key industries: health care, retail, accommodation and food, construction, agriculture and manufacturing (reference “Made in Grey County	Project Charter/RACI When To Use <input type="checkbox"/> Link to completed RACI : Click or tap here to enter text. <input type="checkbox"/> Link to completed Project Charter : Click or tap here to enter text.	People: Paul McGrath Savanna Myers Randy Scherzer Steve Furness Approved Budget: N/A Other: County of Grey Bruce Power NII		
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<p>Plan contemplates Economic Development Strategy</p>	<p>Economic Development Strategy". There is a collaborative existing effort between the City and the County level through the current work being undertaken by.....</p> <p>Additionally, at the 2022 budget meetings, the following resolution was approved. "THAT in consideration of the draft 2022 budget, City Council directs staff to bring forward a report on the facilitation of an investment, attraction, and retention plan without hiring additional staff or increasing the budget."</p> <p>In 2022, Council through CD, T & C Committee approved a number of City actions to support, collaborate and compliment the Grey Investment Attraction Strategy.</p> <p>As a high priority action, this will include retention and expansion Paul visits with existing industries.</p>	<p>✓ N/A</p>			
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	<p>Stakeholder: Community Development, Tourism & Culture Committee</p> <p>Click or tap here to enter text.</p>				
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name: Study and Evaluation Potential Expansion of River District Boundary			Status: Not Yet Commenced		
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<p><input checked="" type="checkbox"/> Strategic Priority: Collaborative City</p> <p><input type="checkbox"/> Master Plan</p> <p><input type="checkbox"/> Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input type="checkbox"/> Capital Project</p>	<p>A high priority year 2 action from the River District Action Plan is to study and evaluate the potential expansion of the formal boundary to include the area west of the river.</p> <p>Stakeholder: River District Board of Management and merchants</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI: Click or tap here to enter text.</p> <p><input type="checkbox"/> Link to completed Project Charter: Click or tap here to enter text.</p> <p><input checked="" type="checkbox"/> N/A</p>	<p>People: River District Board</p> <p>Approved Budget: operating</p> <p>Other: Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Research</p> <p>Prepare report</p> <p>Deliver report to RD Board as well as Community Development, Tourism and Culture</p> <p>Decision of Committee and Council</p>
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✓ Other: River District Action Plan	people in the proposed expanded area (TBD) Chamber of Commerce City				
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name: Municipal Accommodation Tax	Status: Proceeding as Anticipated
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<p>✓ Strategic Priority: Prosperous City</p> <p><input type="checkbox"/> Master Plan</p> <p>✓ Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input type="checkbox"/> Capital Project</p> <p>✓ Other: new revenue generation</p>	<p>Council passed a motion in November 2021 to direct staff to report back to council regarding the potential of a municipal accommodation tax for stays less than 30 days at short-term rentals in the city.</p> <p>Report CS-22-027 provides the next steps for the development of this Tax.</p> <p>This will be done in coordination with Licensing and Zoning review.</p> <p>icensing will be lead by Clerks with Zoning lead by Planning.</p> <p>Stakeholder: accommodators – hotels,</p>	<p>Project Charter/RACI When To Use</p> <p>✓ N/A</p>	<p>People: Director of Community Services</p> <p>Manager of Community & Business Development</p> <p>City Clerk – Licensing and Enforcement</p> <p>Finance – collection re</p> <p>MAT and Licensing see report CS-22-027</p> <p>Approved Budget: operating budget</p> <p>Other: Corporate Service Committee</p> <p>Community Development, Tourism and Culture Committee</p>	<p>Licensing and decision on STR may be high profile</p> <p>staff resources – may require support from third party for licensing enforcement and MAT compliance support once bylaw is approved</p>	<p>See report CS-22-027</p> <p>Completion Date: 2023-12-31</p>
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	motels and STR residents				
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name: Harrison Park Master Plan			Status: Proceeding as Anticipated		
<ul style="list-style-type: none"> ✓ Strategic Priority: Green City ✓ Master Plan <input type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project ✓ Other: Recreation, Parks and Facilities Master Plan notes that Plan should be updated every 10 years 	<p>Review current Parks Master Plan, engage public feedback to update Parks Master Plan</p> <p>A Master Plan is an invaluable tool to ensure the seamless continuity of service delivery to the community and guide decision-makers in ensuring Harrison Park continues to meet the needs of residents and visitors. To ensure plans are relevant in Parks and Open Spaces, it is a best practice to review, refresh and renew plans a minimum of every ten years.</p> <p>Staff, along with input from community stakeholders, have undertaken an update to the Master Plan to ensure that the Park</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI: Click or tap here to enter text.</p> <p><input type="checkbox"/> Link to completed Project Charter: Click or tap here to enter text.</p> <p>✓ N/A</p>	<p>People: Lead: Adam Parsons Support: P. Coulter Communications Parks staff Lauren Stewart Finance staff – corporate-facilities and asset management</p> <p>Approved Budget: \$30,000 will be done by staff with budget for consultation on speciality items such as structural review, animal</p>	<p>Competing public interests budget park carrying capacity park needs vs. overall needs of city capital plan – may create a longer implementation window for plan</p>	<p>Initial kick off report – March 2023</p> <p>Background and research</p> <p>Initial consultation</p> <p>Draft master plan</p> <p>Further consultation</p> <p>Final plan</p> <p>Completion Date: 2023-12-01</p>

	<p>continues to meet the needs of user groups and to ensure operational effort and capital planning are aligned with the Plan.</p> <p>This review will include the evaluation of options and the future of the bird and waterfowl area.</p> <p>Stakeholder: City staff residents GSCA Seniors group campers all park users</p>				
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Rationale

**SMART Goal
(Description)**

RACI

Resources

**Risks/
Mitigation**

Milestones

<p>Project Name: Greenwood Cemetery Chapel Design, Restoration and Indoor Columbaria</p>	<p>Status: Proceeding as Anticipated</p>
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<p>✓ Strategic Priority: City Building</p> <p>✓ Master Plan</p>	<p>Complete design and then prepare tender and issue and award for the renovation and repurpose the Greenwood Cemetery Chapel to house indoor</p>	<p>Project Charter/RACI When To Use</p>	<p>People: P. Coulter A. Parsons – Lead J. Iezzi</p>	<p>Construction tender pricing design meets goals of city</p>	<p>AAC review Complete design Issue tender and award</p>
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<input checked="" type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input checked="" type="checkbox"/> Capital Project <input type="checkbox"/> Other: Click or tap here to enter text.	<p>columbaria and space for small services and quiet contemplation.</p> <p>The chapel will also provide an accessible location at Greenwood Cemetery for customer service functions</p> <p>Stakeholder: city residents potential future users of Cemetery</p>	<input type="checkbox"/> Link to completed RACI : Click or tap here to enter text. <input type="checkbox"/> Link to completed Project Charter : Click or tap here to enter text. <input type="checkbox"/> N/A	<p>K. Linthorne D. Kitchener</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	<p>to retain heritage building and is affordable</p>	<p>Construction Oversight</p> <p>Communication to public of inurnment option</p> <p>BAO approval if required and update to Greenwood Cemetery Bylaw</p> <p>Procurement Timing: 2022-01-10</p> <p>Completion Date: 2024-01-29</p>
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name: Update of City's Zoning Bylaw	Status: Proceeding as Anticipated
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<input checked="" type="checkbox"/> Strategic Priority: A City That Grows <input type="checkbox"/> Master Plan <input type="checkbox"/> Committee / Council Requested <input checked="" type="checkbox"/> Legislated <input type="checkbox"/> Capital Project	<p>Update the City's Zoning Bylaw to implement the provisions of the 2022 Official Plan.</p> <p>This will be done using a combination of staff and consultant.</p>	<p>Project Charter/RACI When To Use</p> <input type="checkbox"/> Link to completed RACI : Click or tap here to enter text. <input type="checkbox"/> Link to completed Project Charter : Click or tap here to enter text. <input checked="" type="checkbox"/> N/A	<p>People: Lead – Manager of Planning support from Planning and Heritage Staff support from consultant CBO Development Eng and Manager of Engineering Services</p> <p>Approved Budget: \$45,000</p>	<p>Appeal to LPAT</p>	<p>Issues report</p> <p>Draft bylaw</p> <p>Public open house</p> <p>Public meetings</p> <p>Revised draft</p> <p>Council decision</p> <p>Notice</p>
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✓ Other:	Stakeholder: all residents agency partners Engineering and Public Works GSCA – mapping County of Grey				Appeal period Implementation Procurement Timing: 2022-02-07 Completion Date: 2023-09-25
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name: Downtown River Precinct – Design Phase 3	Status: Not Yet Commenced
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<p>✓ Strategic Priority: Prosperous City</p> <p><input type="checkbox"/> Master Plan</p> <p>✓ Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p>✓ Capital Project</p> <p><input type="checkbox"/> Other: Click or tap here to enter text.</p>	<p>This is the third of four phases of construction to implement the Downtown River Precinct Plan. This project will be focused on rehabilitating 1st Ave W - 900 block - replacing infrastructure in the road while also enhancing the street scape along this section of road to match the theme of the previous River Precinct projects.</p> <p>Project goals:</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI: Click or tap here to enter text.</p> <p><input type="checkbox"/> Link to completed Project Charter: Click or tap here to enter text.</p> <p>✓ N/A</p>	<p>People: Director of Public Works Manager of Eng. and other Eng staff Director of Community Services</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	<p>Funding source</p>	<p>Prepare RFP for design service</p> <p>Issue and award RFP</p> <p>Consultant worth collaboratively with staff to undertake design</p> <p>Input and review by development team and also AAC</p> <p>Presentation of draft design to Operations Advisory Committee</p>
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	<ul style="list-style-type: none"> To improve the character and perception of the project area; To make an inviting and inclusive public space, strengthening the image and identity of the downtown; Embrace and highlight the natural environment of the Sydenham River. <p>Stakeholder: River District Board of Management GSCA Businesses in area</p>				<p>Procurement Timing: 2022-07-25</p> <p>Completion Date: 2023-12-18</p>
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Rationale

SMART Goal
(Description)

RACI

Resources

Risks/
Mitigation

Milestones

Project Name: Update Agreement with Family Y regarding joint operation of JMRRC

Status: Proceeding as Anticipated

<input checked="" type="checkbox"/> Strategic Priority: Collaborative City <input type="checkbox"/> Master Plan	<p>Staff report CS-21-049 and CS-22-064</p> <p>In 2022, Council provided direction on the update and negotiation of this</p>	<p>Project Charter/RACI When To Use</p>	<p>People: Directors of Finance and Community Services together with the Manager of Arena Operations and Manager of Community &</p>	<p>Click or tap here to enter text.</p>	<p>Draft updates to agreement</p> <p>Financial reconciliation</p>
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<input checked="" type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input checked="" type="checkbox"/> Other: 10 year agreement expires in 2022	agreement with the Family Y for the joint operation of the Julie McArthur Regional Recreation Centre. A negotiation team of staff was established including the Directors of Finance and Community Services together with the Manager of Arena Operations and Manager of Community & Business development. Council has provided a mandate for this work. Stakeholder: Family Y public and users of facility	<input type="checkbox"/> Link to completed RACI : Click or tap here to enter text. <input type="checkbox"/> Link to completed Project Charter : Click or tap here to enter text. <input checked="" type="checkbox"/> N/A	Business development legal advice as required Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.		Agreement presented in draft for approval Procurement Timing: Click or tap to enter a date. Completion Date: 2023-06-30
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name: Update Agreement with Owen Sound Attack Hockey Club	Status: Not Yet Commenced
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<input checked="" type="checkbox"/> Strategic Priority: Prosperous City <input type="checkbox"/> Master Plan	Review and update agreement with the Owen Sound Attack Hockey Club. This will be initiated through a staff report that	Project Charter/RACI When To Use	People: Kate Allan or other delegate from Corporate Services	Click or tap here to enter text.	Will be a based on a report that will establish process and approach
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<input type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input checked="" type="checkbox"/> Other: current agreement expiring	sets out the approach, principles and human resources that will support the City's work on this project. Stakeholder: Community Attack Hockey Club	<input type="checkbox"/> Link to completed RACI : Click or tap here to enter text. <input type="checkbox"/> Link to completed Project Charter : Click or tap here to enter text. <input checked="" type="checkbox"/> N/A	Manager of Arena Operations Approved Budget: N/A		Completion Date: 2023-06-30
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Update Development Charges Bylaw		Status: Proceeding as Anticipated			
<input checked="" type="checkbox"/> Strategic Priority: Choose an item. <input type="checkbox"/> Master Plan <input type="checkbox"/> Committee / Council Requested <input checked="" type="checkbox"/> Legislated <input type="checkbox"/> Capital Project	Work with multi disciplinary team and Consultant to update the background study and DC bylaw for implementation. Incorporate Bill 23 changes in the update Stakeholder: Development community all taxpayers	Project Charter/RACI When To Use <input type="checkbox"/> Link to completed RACI : Click or tap here to enter text. <input type="checkbox"/> Link to completed Project Charter : Click or tap here to enter text. <input type="checkbox"/> N/A	People: Lead: Finance Approved Budget: Click or tap here to enter text.	Click or tap here to enter text.	Update capital plans Background Study Presentation to Council Approve New Bylaw Appeal Period Implement DC Bylaw at time of building permit issuance Completion Date: 2023-04-07

<input type="checkbox"/> Other: Click or tap here to enter text.					
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Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
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Project Name:	Housing Initiatives – Strategy and Actions	Status: Proceeding as Anticipated
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<input checked="" type="checkbox"/> Strategic Priority: A City That Grows <input type="checkbox"/> Master Plan <input type="checkbox"/> Committee / Council Requested <input checked="" type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input type="checkbox"/> Other: Click or tap here to enter text.	<p>The City approved a new Official Plan in 2022.</p> <p>Housing affordability and supply at various income thresholds were raised during the public engagement.</p> <p>This review will review the Provincial and local policy and provide recommended actions to support housing for all residents in the City.</p> <p>Stakeholder: Grey County- is the lead on Housing & Homelessness for Grey County and this will be done in coordination and cooperation with Grey County.</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI: Click or tap here to enter text.</p> <p><input type="checkbox"/> Link to completed Project Charter: Click or tap here to enter text.</p> <p><input type="checkbox"/> N/A</p>	<p>People: Planning Division Building Division Corporate Services – re DC Bylaw review</p> <p>Approved Budget: Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Report and discussion paper to CSC in February</p> <p>Action Plan – Q3 of 2023</p> <p>Completion Date: 2023-11-01</p>
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Core Service Tasks

Task Name	Description	Resources	Barriers/ Mitigation Tactics	Key Result
<p>Work with the Community Services Management Team to implement workplans across the areas of:</p> <p>Building</p> <p>Planning & Heritage</p> <p>Community & Business Development (Facility Booking, Rec Programs, Tourism, River District and Events)</p> <p>Parks & Open Space</p> <p>Arena Operations</p>	<p>Weekly one on one and team meetings to support the work of this management team and to support each of them and their teams to achieve their work plan and implement the direction of Council</p> <p>Stakeholder: City residents</p>			<p>Work plans are achieved</p>
<p>Development team</p>	<p>Support the work of this multi disciplinary team to ensure that development applications are processed in accordance with City Policy – including PPS, City Official Plan and other policy.</p> <p>Stakeholder: Development Community</p>	<p>People: Development team</p>		<p>Development applications are approved consistent with the City’s planning policy framework.</p>

Land Sale	<p>Working with the City Clerk to administer land sales consistent with the City's Land Sale Bylaw</p> <p>Stakeholder: purchasers City's realtor</p>	<p>People: City Clerk</p>		<p>Land matters addressed consistent with the bylaw and other city policy.</p>
Agreement renewal	<p>Update and renew agreements with term ending in 2023, including FoNL, Putt n Paddle etc</p> <p>Stakeholder: various depending on agreement</p>	<p>People: Agreement renewal has been assigned to various staff lead with support from others. Director responsible for TC Agreements of recreation amenities as well as others.</p>		
Senior Leadership Team	<p>Work as part of the senior leadership team along with the city manager on people development and to implement the strategic plan and direction of Council toward achieving the City Vision adhering to the core values.</p> <p>Implement actions respecting employee engagement.</p> <p>Stakeholder: city staff</p>	<p>People: SLT</p>		<p>Strategic Plan objectives and key results achieved.</p>
Heritage Initiatives	<p>Support the work of the Planning & Heritage Division and Parks Division respecting heritage buildings, and in particular, complete the sale of the</p>	<p>People: Amy Cann & Jacklyn Iezzi Adam Parsons</p>	<p>Unable to sell courthouse & jail tender prices for the capital</p>	<p>Courthouse and jail is sold and a plan underway for redevelopment</p> <p>chapel is developed for use as</p>

	<p>courthouse and Jail and work with the development team on the redevelopment plan, the redevelopment of the chapel at Greenwood and repurposing of the stone building at Harrison Park as a cabin.</p> <p>Stakeholder: Purchaser of courthouse community park users cemetery users</p>	<p>Approved Budget: approved capital for 2 city projects</p>	<p>projects are high given current construction industry</p>	<p>an indoor columbarium stone building re-purposed as a cabin at Harrison Park campground</p>
Budget	<p>Ongoing monitoring with managers of both the operating and capital budgets relating to the divisions of community services.</p> <p>Participate in quarterly budget reviews with Director of Corporate Services</p> <p>Continue to develop 5-year capital plan and the next year operating budget and detailed variance sheets.</p>	<p>People: All Managers and Supervisors in Community Services</p> <p>Approved Budget: per council approved operating and capital budget</p>	<p>Operating and capital variances that are due to items outside city control – eg pandemic</p>	<p>Operating and capital budgets are monitored and variances reported through the Director and Corporate Services Committee.</p>
Implement delegated authority	<p>The Director of Community Services has been delegated certain authority under the Community Improvement Plan and Planning Act (consents, site plan approval etc) as directed by Bill 109 and Bill 23.</p>	<p>People: Development Team</p>		<p>Application based</p> <p>follow approved process outlined in the delegation including reporting to committee and council as required</p>

	<p>Work with staff to approve and report to council on these delegated approvals.</p> <p>Stakeholder: developers Council</p>			
<p>Staff lead for various committees including AAC, CSC and Community Development, Tourism and Culture as well as River District Board.</p>	<p>Work with other staff and Committees to prepare agenda items, host opportunities for public input and follow up on Committee direction to implement items from the various workplans relevant to each committee.</p> <p>File annual AAC compliance report.</p> <p>Stakeholder: Committees</p>	<p>People: Community Services staff</p> <p>Approved Budget: initiatives identified in work plans are included in existing budgets</p>		<p>Work plan successfully implemented</p>
<p>Update Fees and Charges bylaw with staff in various divisions</p>	<p>Update fees and charges bylaw across CS Divisions</p> <p>Stakeholder: Community Developers</p>	<p>People: CS Managers</p>		<p>Updated bylaw approved by Council</p>

Task Name	Description	Resources	Barriers/ Mitigation Tactics	Key Result
Review and implement approved and proposed changes to provincial legislation that impact City		People: Click or tap here to enter text. Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.