



Annual Work Plan

Name: Sabine Robart Job Title: Manager of Planning & Heritage

Department: Community Services

Division: Planning and Heritage



Projects

Rationale	SMART Goal (Description)	RACI	Resources	Risks/Mitigation	Milestones
Project Name: Comprehensive Update to Zoning By-law			Status: Not Yet Commenced		
<ul style="list-style-type: none"> ✓ Strategic Priority: Clear Direction ✓ Legislated ✓ Capital Project <input type="checkbox"/> Other: 	<p>To complete planning process for the City's updated/new Zoning By-law, which is to be completed by City staff with support from MHBC Planning.</p> <p>Stakeholder: Development Team, Development Community, City residents .</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI:</p>	<p>People: Planning Staff Development Team</p> <p>Approved Budget: \$45,000</p> <p>Other: GSCA MHBC Consultants</p>	<p>Volume of Core Service Tasks can impact progress of additional projects.</p> <p>Zoning By-law requires substantial amendment, given its age.</p> <p>Understaffed until end of June due to mat leave.</p>	<p>Procurement Timing: No procurement necessary. MHBC on retainer through previously completed RFP for Planning Consulting Services.</p> <p>Completion Date: Dec 2023</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Bill 109 and Bill 23 Planning Act Changes Implementation			Status: Proceeding as Anticipated		
<input type="checkbox"/> Strategic Priority: Clear Direction <input checked="" type="checkbox"/> Legislated <input checked="" type="checkbox"/> Capital Project <input type="checkbox"/> Other:	<p>To update internal and external planning processes relating to implementing recent legislative amendments.</p> <p>Stakeholder: Development Team, Development Community, City residents .</p> <p>Grey County GSCA</p>	<p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI:</p> <p><input type="checkbox"/> Link to completed Project Charter:</p>	<p>People: Planning Staff Development Team</p> <p>Grey County</p> <p>GSCA staff</p> <p>Approved Budget:</p> <p>Other: GSCA MHBC Consultants</p>	<p>Volume of Core Service Tasks can impact progress of additional projects.</p> <p>Zoning By-law requires substantial amendment, given its age.</p> <p>Understaffed until end of June due to mat leave.</p>	<p>Procurement Timing: NA</p> <p>Completion Date: Dec 2023</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Cloud Permit Implementation			Status: Not Yet Commenced		
<input type="checkbox"/> Strategic Priority: Service Excellence <input type="checkbox"/> Legislated <input checked="" type="checkbox"/> Capital Project <input type="checkbox"/> Other:	To implement the Cloud permitting system. Stakeholder: Development Team, Development Community, City residents .	Project Charter/RACI When To Use <input type="checkbox"/> Link to completed RACI : <input type="checkbox"/> Link to completed Project Charter :	People: Building Division IT Division Planning Staff Development Team Approved Budget: \$45,000 Other: GSCA	Lack of training	Procurement Timing: Unknown Completion Date: Dec 2023

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Interpretive Plaque Refresh			Status: Not Yet Commenced		
<p><input checked="" type="checkbox"/> Strategic Priority: City Building</p> <p><input type="checkbox"/> Master Plan</p> <p><input type="checkbox"/> Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input checked="" type="checkbox"/> Capital Project</p> <p><input type="checkbox"/> Other: Click or tap here to enter text.</p>	<p>To replace 50 (25 per year over two years) interpretive plaques consistent with the RTO7 Signage Manual and with revised text reviewed through the lens of accessibility, equity, diversity and inclusion.</p> <p>Stakeholder: City residents CSC</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: Director of Community Services Planning Staff Communications Staff Purchasing Staff HR Division Public Works (install)</p> <p>Approved Budget: Capital - \$25,000 (Yr 1) Capital - \$25,000 (Yr 2)</p> <p>Other: RTO7 Grant(s) at 50% of capital investment to a maximum of \$25,000 per year.</p>	<p>Work completion subject to full staffing</p> <p>utility locates relating to install</p> <p>grant funding</p>	<p>Q2 - project planning</p> <p>Procurement Timing: TBD based on project plan</p> <p>Completion Date: TBD</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Sidewalk Patio Review			Status: Not Yet Commenced		
<p>✓ Strategic Priority: Service Excellence</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><input type="checkbox"/> Other: Click or tap here to enter text.</p>	<p>Explore CIP amendment or other mechanisms that may be useful in encouraging patios in the Downtown.</p> <p>Also, review and amend Patio Design Guidelines.</p> <p>Stakeholder: River District Businesses, City residents</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: Planning Staff, Development Team (Public Works)</p> <p>Approved Budget: Operating</p>	<p>Volume of Core Service Tasks can impact progress of additional projects.</p> <p>Work completion subject to full staffing</p>	<p>Q2 - project planning with report to CSC including project timeline and methodology</p> <p>Procurement Timing: TBD</p> <p>Completion Date: TBD</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: 2023 Heritage Project Work			Status: Not Yet Commenced		
<p>✓ Strategic Priority: City Building</p> <p><input type="checkbox"/> Master Plan</p> <p>✓ Committee / Council Requested</p> <p>✓ Legislated</p> <p><input type="checkbox"/> Capital Project</p> <p><input type="checkbox"/> Other:</p>	<p>Update 1-2 Heritage Conservation Maintenance Agreements for properties designated under the Ontario Heritage Act.</p> <p>Update St. Mary's Church Designation By-law in consideration of Rectory Replacement.</p> <p>Consider any listed properties that should be designated under Part IV</p> <p>Stakeholder: Residents</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: Planning staff</p> <p>Approved Budget: Operating</p>	<p>Volume of Core Service Tasks can impact progress of additional projects</p> <p>Work completion subject to full staffing</p>	<p>Q2 - project planning</p> <p>Procurement Timing: TBD based on project plan</p> <p>Completion Date: end of 2023</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Heritage projects re Bill 23			Status: Not Yet Commenced		
<input type="checkbox"/> Strategic Priority: City Building <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:	Bill 23 impact on heritage list / register Stakeholder: Residents	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 checked="" type="checkbox"/> N/A	People: Planning staff Approved Budget: Operating	Volume of Core Service Tasks can impact progress of additional projects Work completion subject to full staffing	Q2 - project planning Procurement Timing: TBD based on project plan Completion Date: end of 2023

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: 2023 Service Review		Status: Proceeding as Anticipated			
<p>✓ Strategic Priority: Service Excellence</p> <p><input type="checkbox"/> Master Plan</p> <p>✓ Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p>✓ Capital Project</p> <p>✓ Other:</p>	<p>Support the 2022 Service Review exercise as a team member to review City services to assess current program and service delivery model and explore alignment to the strategic plan and legislative requirements to ensure services are being provided in an effective manner.</p> <p>Stakeholder: City staff, City residents</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: City Managers Office SLT Managers and Supervisors Front Line Staff Consultant</p> <p>Approved Budget: Various – per agreement</p>	<p>Impact to staff workload is unknown upon completion of this workplan.</p>	<p>To be determined and administered by Project Team Leader</p> <p>Procurement Timing: TBD</p> <p>Completion Date: TBD</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Municipal Accommodation Tax Assessment			Status: Monitoring Progress		
<ul style="list-style-type: none"> ✓ Strategic Priority: Collaborative City ✓ Master Plan ✓ Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project ✓ Other: Filling Policy Gap 	<p>To participate as a representative of the Planning & Heritage Division on researching and assessing viability of implementing a Municipal Accommodation Tax. The review will include consideration of regulating/licensing Short Term Accommodation.</p> <p>An update to the City's Zoning bylaw will consider any necessary regulations respecting short term rentals.</p> <p>Stakeholder: City residents & businesses</p> <p>Click or tap here to enter text.</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: P. McGrath P. Coulter B. Bloomfield Finance Purchasing City Manager M. Crannie</p> <p>Approved Budget: TBD</p> <p>Other: Click or tap here to enter text.</p>	<p>Licensing of short-term rentals should be considered along with Zoning together with development and implementation of a Municipal Accommodation Tax.</p>	<p>Click or tap here to enter text. To be determined and administered by Project Team Leader</p> <p>Procurement Timing: TBD</p> <p>Completion Date: TBD</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Update to Planning Website		Status: Not Yet Commenced			
<p>✓ Strategic Priority: Service Excellence</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>✓ Other:</p>	<p>Update Planning website to include process information & improve functionality & accessibility.</p> <p>Stakeholder: City Residents, Development Community</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: Sabine Robart Lauren Stewart IT staff</p> <p>Approved Budget: NA</p> <p>Other:</p>	<p>Volume of Core Service Tasks can impact progress of additional projects</p> <p>Work completion subject to full staffing</p>	<p>Q2 - project planning & Q3 project completion</p> <p>Procurement Timing: NA</p> <p>Completion Date: 2023-06-30</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/Mitigation	Milestones
Project Name: Site Alteration By-law		Status: Under Review			
<p>✓ Strategic Priority: Service Excellence</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>✓ Other: Filling policy gap left by Bill 23 changes To complete the City's new Site Alteration By-law, which will regulate site alteration (placement of fill, removal of trees, etc.) within the City.</p>	<p>To complete the City's new Site Alteration By-law, which will regulate site alteration (placement of fill, removal of trees, etc.) within the City.</p> <p>Stakeholder: City residents, development community</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: Development Team, Clerks, By-law</p> <p>Approved Budget: Operating</p> <p>Other: Legal Review</p>	<p>Volume of Core Service Tasks can impact progress of additional projects.</p> <p>Lack of buy-in or resources to complete project on time</p> <p>Work completion subject to full staffing</p>	<p>.Q2 - project planning & Q3 project completion</p> <p>Procurement Timing: NA</p> <p>Completion Date: 2023-12-31</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Community Gardens Policy Review			Status: Proceeding as Anticipated		
<ul style="list-style-type: none"> ✓ Strategic Priority: Green City ✓ Master Plan ✓ Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project ✓ Other: 	<p>To undertake a full review of the Community Gardens Policy, save and except Stobbe Park which would be removed as a permitted community garden location; and include public input in the Community Gardens Policy review</p> <p>Stakeholder: City residents</p> <p>Click or tap here to enter text.</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 Community Services Planning Staff Mgr. of Parks & Open Space Development Team Clerks</p> <p>Approved Budget: Operating</p> <p>Other: Click or tap here to enter text.</p>	<p>Volume of Core Service Tasks can impact progress of additional projects.</p>	<p>Click or tap here to enter text.</p> <p>Procurement Timing: NA</p> <p>Completion Date: 2023-03-31</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Fees and Charges By-law Update			Status: Monitoring Progress		
<input type="checkbox"/> Strategic Priority: Service Excellence <input type="checkbox"/> Master Plan <input type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input checked="" type="checkbox"/> Capital Project <input checked="" type="checkbox"/> Other: Annual Update	<p>To participate as a representative of the Planning & Heritage Division on researching and advising Corporate Services of recommended fee and charge changes.</p> <p>Stakeholder: City residents, development community</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: P. Coulter Clerks</p> <p>Approved Budget: Operating</p>	<p>Volume of Core Service Tasks can impact progress of additional projects.</p>	<p>To be determined and administered by Project Team Leader</p> <p>Procurement Timing: NA</p> <p>Completion Date: Unknown</p>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Development Team Charter			Status: Not Yet Commenced		
<p>✓ Strategic Priority: A City That Grows</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>✓ Other:</p>	<p>To lead in the creation of a Development Team Charter to establish an agreed upon team mandate, member responsibilities, etc. in accordance with team feedback and discussion exercises</p> <p>Stakeholder: City staff, Development Community, Agency Partners</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: Development Team</p> <p>Approved Budget: NA</p> <p>Other: NA</p>	<p>Volume of Core Service Tasks can impact progress of additional projects</p> <p>Work completion subject to full staffing</p>	<p>Launch survey to DT start of Q1</p> <p>Procurement Timing: NA</p> <p>Completion Date: 2023-10-31</p>

Core Service Tasks

Task Name	Description	Resources	Barriers/ Mitigation Tactics	Key Result
Application processing	<p>Process development applications under the Planning Act, review all building permits for zoning compliance, process property inquiries, and provide comment on encroachment and business licence applications. All applications are processed in accordance with the timelines prescribed in the Planning Act.</p> <p>Stakeholder: Development Team, Commenting Agencies, Development community, City Staff</p>	<p>People: Planning Staff; Development Team</p> <p>Approved Budget: Operating</p>	<p>Lack of resources to process applications adequately</p>	<p>All applications processed within the timelines prescribed by the Planning Act; plus, 95% of Site Plans reviewed (i.e., initiated) within 4 weeks of receipt in accordance with Strategic Plan KR4 for “A City the Grows”</p>
Development Team Participation and Leadership	<p>Facilitate a coordinated and streamlined approach to processing development applications (includes OPA, ZBA, Subdivision/Condo, Consent, Minor Variance, Site Plan Approval, Development inquiries)</p> <p>Stakeholder: Development Team, Commenting Agencies,</p>	<p>People: Development Team</p> <p>Approved Budget: Operating</p>	<p>Lack of buy-in from membership and stakeholders</p>	<p>Ongoing meetings having meaningful content and positive morale</p>

	Development community, City Staff			
Provincial Planning and Heritage Legislation Monitoring	<p>Monitor changes to provincial legislation and guidelines including, but not limited to, the Planning Act, the Ontario Heritage Act, Conservation Authorities Act. Implement changes to the Conservation Authorities Act in partnership with the GSCA for transition planning.</p> <p>Stakeholder: Development Team, Commenting Agencies, Development community, City Staff</p>	<p>People: Planning Staff</p> <p>Approved Budget: Operating</p>	Lack of resources to undertake thorough, timely policy review	Review of all provincial policy/legislation changes and comment within commenting windows and implement legislated changes within prescribed timeframes.
County and External Planning Policy Comments	<p>Review and provide comment on development applications in our neighbouring municipalities where the interests of the City may be impacted in consideration of City Policy CS81. Review and comment through Committee/Council on County Policy changes, including growth management and OPA 11.</p> <p>Stakeholder: City residents, Development community</p>	<p>People: Planning Staff</p> <p>Approved Budget: Operating</p>	Lack of resources to undertake thorough, timely policy review	Review and provide comment, where applicable to municipality/County in a timely manner

<p>Administration of City's Heritage Program</p>	<p>Implement policy direction and administer the City's compliment of heritage-related programs, including: administering matters relating to Ontario Heritage Act designation; managing the City's Heritage Register; heritage permitting; interpretive plaque management, etc.</p> <p>Stakeholder: City residents</p>	<p>People: Planning Staff</p> <p>Approved Budget: Operating</p>	<p>Lack of resources to administer program effectively</p>	<p>Seeing continued Council and Public interest in preserving and commemorating the City's local history</p>
<p>Administration of the Community Improvement Plan and Programs</p>	<p>Administer the City's CIP Programs including the Façade and Structural Improvement Grant, Accessibility Improvement Grant, Property and Landscaping Improvement Grant, Vacant Building Conversion/Expansion Grant and Start-up Space Leasehold Improvement Grant. Annual reporting to County of Grey and CSC.</p> <p>Stakeholder: City residents, Development community</p>	<p>People: Planning Staff</p> <p>Approved Budget: Capital</p>	<p>Lack of resources to administer program effectively</p>	<p>Seeing continued Council and Public interest in CIP programs and expenditure commitment of 90% of all CIP funds per KR3 "Prosperous City"</p>
<p>Records Management and Maintenance of Planning & Heritage forms, policies, SOP, etc.</p>	<p>To continuously ensure that all applications, forms, guidelines, and standard operating procedures are maintained and efficiencies/ improvements integrated wherever possible. All</p>	<p>People: Planning Staff</p> <p>Approved Budget: Operating</p>	<p>Lack of resources to maintain documents</p>	<p>Completion of RACI matrices for two Planning/Heritage Processes</p>

	<p>items intended for public use must be available online, fillable, and accessible for persons with disabilities.</p> <p>Stakeholder: City Staff, City residents, Development Community</p>	<p>Other: Development Team</p>		
<p>Participation in the Healthy Communities Partnership with the Grey Bruce Health Unit and the County Planners Group</p>	<p>Roundtables formed to track and discuss local and general Planning matters, and those items relevant to our pursuit of a healthy community.</p> <p>Stakeholder: City Staff, City residents, Development Community</p>	<p>People: Planning Staff</p> <p>Approved Budget: Operating</p>	<p>Lack of resources to be present at meetings</p>	<p>Attendance to at least half of the partnership meetings held</p>
<p>Maintain Division Digital tools and assets</p>	<p>Maintain and improve the Division's digital tools and assets, including:</p> <ul style="list-style-type: none"> - Assist in identifying and implementing required improvements to AMANDA to improve the usefulness and validity of the data and system as a whole - Consistently update webpages to maintain relevancy and current information. - Continue to assist in enhancing usefulness of GIS services and mapping. 	<p>People: Planning Staff</p> <p>Approved Budget: Operating</p>	<p>Lack of resources to undertake maintenance</p>	<p>Adding all new OP schedules to GIS in partnership with Geomatics Specialist</p>

	<p>Stakeholder: City Staff, City residents, Development Community</p>			
<p>Act as core participants in City Committees, including:</p> <ul style="list-style-type: none"> - Community Services - Committee of Adjustment <p>Accessibility Advisory</p>	<p>Provide professional planning opinion and recommendations on the intersection of Planning relevant to each Committee’s mandate, including:</p> <ul style="list-style-type: none"> - Community Development and matters of accessibility - Planning Act Applications (Consent, Minor Variance) - upper-tier and local Planning & Heritage Policy review/ development - development statistics reporting - heritage matters, including management of heritage register and OHA designations <p>Stakeholder: City Staff, City residents, Development Community</p>	<p>People: Planning Staff</p> <p>Approved Budget: Operating</p>	<p>Lack of resources to undertake thorough, timely review</p>	<p>Providing complete, accurate and thoughtful opinions/ recommendations to Committee on time.</p>
<p>Implementation of measures to sustain or improve job and work unit engagement within Work Unit and Department based on results of 2021 Employee Engagement Survey</p>	<p>To work with individuals, work unit, and department to discuss results, contemplate pain points, strategize approaches to sustain/improve on each driver.</p> <p>Stakeholder: City Staff, City residents</p>	<p>People: Community Services Division (including Planning Division and work unit)</p> <p>Approved Budget: Operating</p>	<p>Volume of Core Service Tasks can impact progress of additional projects.</p>	<p>Staff willingness to openly discuss results and individual drivers without inhibition.</p>