



# Annual Work Plan

Name: Viveca Gravel

Job Title: Community Development Coordinator

Department: **Community Services**

Division: Community and Business Development



# Projects

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: River District Events			Status: Proceeding as Anticipated		
<div><input type="checkbox"/> Strategic Priority: Choose an item.</div> <div><input checked="" type="checkbox"/> Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Continue to plan and deliver a roster of exciting events that will attract the target market to the River District area. And Coordinate with Owen Sound Events and Tourism coordinators such as</div> <div><ul style="list-style-type: none"><li>Just Say Yes</li><li>Wheel &amp; Ride</li><li>River District Blooms</li><li>Hottest Street Sale</li><li>Trick-or-Treat Trail</li><li>Holiday Magic</li><li>Moonlight Madness</li></ul></div> <div><b>Stakeholder:</b> RDBM City of Owen Sound Other partners such as; Kiwanis Club of Owen Sound, Owen Sound and District Chamber of Commerce, Optimist Clubs of Owen Sound and area</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> N/A</div>	<div>People: Jennifer Wright Melissa Crannie Pam Coulter RDBM Public Works re. Road Closures</div> <div>Approved Budget: TBD for 2024</div> <div>Other: RTO7 Grey County Tourism</div>	<div>Click or tap here to enter text.</div>	<div>Report to RDBM</div> <div><a href="#">CS-24-002</a> approved Jan 10, 24</div> <div>Implementation</div> <div>Procurement Timing: 2024-01-11</div> <div>More events</div> <div>Increased attendance</div> <div>Positive analytics and feedback</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Events Presented in the River District			Status: Proceeding as Anticipated		
<div><input type="checkbox"/> Strategic Priority: Choose an item.</div> <div><input checked="" type="checkbox"/> Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Continue to support outside parties in running events within the River District such as;</div> <div><ul style="list-style-type: none"><li>Cars &amp; Coffee</li><li>Brightshores Hockey Cellybration</li><li>Pride Parade</li><li>One World Festival</li><li>Earth Day</li><li>Art Walk</li><li>Community Artist Tour</li><li>&amp; many more</li></ul></div> <div><b>Stakeholder:</b> RDBM City of Owen Sound Others as they apply to events</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> N/A</div>	<div>People: Jennifer Wright Melissa Crannie Pam Coulter RDBM Public Works Parks</div> <div>Approved Budget: Report CS-24-002</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Report <a href="#">CS-24-002</a> approval January 10, 24</div> <div>Procurement Timing: 2024-01-11</div> <div>More events</div> <div>Increased attendance</div> <div>Positive analytics and feedback</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Annual Best Practices Mission & Data Collection			Status: Not Yet Commenced		
<div>✓ Strategic Priority: <b>Prosperous City</b></div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Identify a few communities such as Elora that are successfully closing sections of street for a pedestrian promenade &amp; arrange to meet with staff &amp; obtain feedback on what is working and what are the challenges</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div>✓ N/A</div>	<div>People: Pam Coulter RDBM</div> <div>Approved Budget: In-House RDBM operating budget with approval</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Report to RDBM with recommendations</div> <div>Procurement Timing: 2024-01-11</div> <div>Report to RDBM with detailed implementation</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Locals Love it here program			Status: Proceeding as Anticipated		
<div><input type="checkbox"/> Strategic Priority: Choose an item.</div> <div><input checked="" type="checkbox"/> Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Continue to expand an intuitive, collaborative program to engage locals through advertising channels. Create video &amp; other social media content under the LLiH program</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div><input checked="" type="checkbox"/> N/A</div>	<div>People: Melissa Crannie Jennifer Wright RDBM Pam Coulter</div> <div>Approved Budget: TBD 2024 Budget</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Report to RDBM with recommendations</div> <div>Procurement Timing: 2024-01-11</div> <div>Ongoing</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: 2024 Social Media Content Calendar			Status: Proceeding as Anticipated		
<div><input type="checkbox"/> Strategic Priority: Choose an item.</div> <div><input checked="" type="checkbox"/> Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	Create social media calendar for 2024  <b>Stakeholder:</b> RDBM City of Owen Sound	<a href="#">Project Charter/RACI When To Use</a>  <input type="checkbox"/> Link to completed <a href="#">RACI</a> : Click or tap here to enter text.  <input type="checkbox"/> Link to completed <a href="#">Project Charter</a> : Click or tap here to enter text.  ✓ N/A	People: Jennifer Wright Melissa Crannie  Approved Budget: In-House RDBM operating budget with approval  Other: Click or tap here to enter text.	Click or tap here to enter text.	Positive feedback from community  Procurement Timing: 2024-01-11  Click or tap here to enter text.  Completion Date: 2024-12-31

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Create a Join Events Calendar			Status: Not Yet Commenced		
<div><input type="checkbox"/> Strategic Priority: Choose an item.</div> <div><input checked="" type="checkbox"/> Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Work with Tourism and events to create a join community facing events calendar</div> <div><b>Stakeholder:</b> RDBM City of Owen Sounf</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> N/A</div>	<div>People: Jennifer Wright Melissa Crannie</div> <div>Approved Budget: In-House RDBM operating budget</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Click or tap here to enter text.Positive feedback from community</div> <div>Procurement Timing: 2024-01-11</div> <div>Click or tap here to enter text.</div> <div>Completion Date: 2024-03-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Annual Membership Event			Status: Not Yet Commenced		
<div>✓ Strategic Priority: <b>Prosperous City</b></div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Plan &amp; implement annual membership event. Consider having a brief portion on learning or best practices.</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div>✓ N/A</div>	<div>People: RDBM Pam Coulter Volunteers: Member Walcott Member Dwyer Chair Parsons</div> <div>Approved Budget: RDBM operating budget with approval</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Report to RDBM</div> <div>Procurement Timing: 2024-01-11</div> <div>Event completion</div> <div>Positive feedback</div> <div>Completion Date: 2024-11-30</div>



Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: River District Animation/Activation			Status: Not Yet Commenced		
<div>✓ Strategic Priority: <b>Prosperous City</b></div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Continue to create opportunity for target demo and more to come to and interact with the RD on an ongoing basis such as.</div> <div><ul style="list-style-type: none"><li>Scones of the River District</li><li>Warmest Seat on the Street</li><li>Holiday Window Decorating</li><li>Event window decorating where appropriate</li><li>Shopping Passports</li></ul></div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div>✓ N/A</div>	<div>People: Melissa Crannie Jennifer Wright RDBM</div> <div>Approved Budget: In-House RDBM operating budget with approval</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Report <a href="#">CS-24-002</a> approval January 10, 24</div> <div>Procurement Timing: 2024-01-11</div> <div>Increase foot traffic in the River District</div> <div>Feedback from community</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Ensure Cleanliness & Beautification of the River District			Status: Not Yet Commenced		
<div>✓ Strategic Priority: <b>Prosperous City</b></div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Work with Parks &amp; Public Works to ensure cleanliness of the River District &amp; beautification</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div>✓ N/A</div>	<div>People: Pam Coulter RDBM Parks Division Public Works Division Heidi Jennen</div> <div>Approved Budget: Report CS-24-002 approval January 10, 24</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Report to RDBM</div> <div>Procurement Timing: 2024-01-11</div> <div>Click or tap here to enter text.</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
<b>Project Name: Undertake a River District business gaps and location planning exercise.</b>			<b>Status: Not Yet Commenced</b>		
<div>✓ Strategic Priority: <b>A City That Grows</b></div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Identify opportunities for new businesses to compliment current businesses and identify available spaces within the River District including square footage and contact details</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound Grey County</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div>✓ N/A</div>	<div>People: Pam Coulter Paul McGrath Building Planning</div> <div>Approved Budget: RD Operating Budget with approval and City Operating Budget</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div> <div>Procurement Timing: 2024-01-11</div> <div>Click or tap here to enter text.</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: Attract new and exciting businesses to the River District			Status: Not Yet Commenced		
<div>✓ Strategic Priority: <b>A City That Grows</b></div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Develop and deliver a promotional campaign to attract new and exciting businesses to the River District</div> <div>Encourage targeted businesses to locate or relocate to the River District.</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div>✓ N/A</div>	<div>People:</div> <div>Paul McGrath Melissa Crannie Pam Coulter</div> <div>Approved Budget: RD Operating Budget with approval and City Operating Budget</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Report to RDBM</div> <div>Procurement Timing: 2024-01-11</div> <div>New and existing businesses moving to the River District</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: River District Lighting Enhancements			Status: Not Yet Commenced		
<div>✓ Strategic Priority: Safe City</div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Apply for funding and develop execution plan for implementation of approve lighting enhancements</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div>✓ N/A</div>	<div>People: Pam Coulter RD Building Owners</div> <div>Approved Budget: RD Operating Budget with approval and City Operating Budget</div> <div>Other: Additional grant funding as available</div>	<div>Click or tap here to enter text.</div>	<div>RDBM Approval for lighting enhancements</div> <div>Procurement Timing: 2024-01-11</div> <div>Click or tap here to enter text.</div> <div>Completion Date: 2024-12-31</div>

Rationale	SMART Goal (Description)	RACI	Resources	Risks/ Mitigation	Milestones
Project Name: River District Boundary Expansion			Status: Not Yet Commenced		
<div>✓ Strategic Priority: <b>Prosperous City</b></div> <div>✓ Master Plan (RDAP)</div> <div><input type="checkbox"/> Committee / Council Requested</div> <div><input type="checkbox"/> Legislated</div> <div><input type="checkbox"/> Capital Project</div> <div><input type="checkbox"/> Other: Click or tap here to enter text.</div>	<div>Support in the community engagement, communication, reporting and other necessary elements to a possible River District boundary expansion</div> <div><b>Stakeholder:</b> RDBM City of Owen Sound</div>	<div><a href="#">Project Charter/RACI When To Use</a></div> <div><input type="checkbox"/> Link to completed <a href="#">RACI</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> Link to completed <a href="#">Project Charter</a>: Click or tap here to enter text.</div> <div><input type="checkbox"/> N/A</div>	<div>People: Pam Coulter, Lead Consultation with Parks, Public Works RDBM, Clerks and other departments of the City as required</div> <div>Approved Budget: In-House &amp; Approved RD Operating Budget</div> <div>Other: Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div>	<div>Click or tap here to enter text.</div> <div><b>Procurement Timing:</b> Click or tap to enter a date.</div> <div>Click or tap here to enter text.</div> <div><b>Completion Date:</b> Click or tap to enter a date.</div>

# Core Service Tasks

Task Name	Description	Resources	Barriers/ Mitigation Tactics	Key Result
<b>River District Website Management</b>	<p>Continue to update and make changes to owensoundriverdistrict.ca as they are required</p> <ul style="list-style-type: none"><li>• Business Directory</li><li>• Photo Gallery</li><li>• Content</li></ul> <p><b>Stakeholder:</b> RDBM City of Owen Sound</p>	<p>People: Pam Coulter RDBM Melissa Crannie Jennifer Wright</p> <p>Approved Budget: RDBM operating budget with approval</p> <p>Other: VS Group – Technical Support</p>	<p>Businesses not keeping the directory up to date</p> <p>Continue to communicate the importance of the business directory to businesses and put focus on it to the community encouraging businesses to stay up to date.</p> <p>Summer student to check and update full inventory of listings</p>	<p>Up to date, clean, content-based website</p>
<b>Content Creation for social media, newsletter &amp; website</b>	<p>Create or support the creation of unique content to be shared on the Website and on social media</p> <p><b>Stakeholder:</b> RDBM City of Owen Sound</p>	<p>People: Pam Coulter RDBM Melissa Crannie Jennifer Wright</p> <p>Approved Budget: In-House RDBM operating budget with approval</p> <p>Other: Rogers TV and other as required</p>	<p>Click or tap here to enter text.</p>	<p>Regular content updates</p>

<b>River District Newsletter Creation</b>	<p>Create and distribute monthly newsletter for River District businesses focusing on simple points to encourage engagement</p> <p><b>Stakeholder:</b> RDBM City of Owen Sound</p>	<p>People: RDBM Pam Coulter Planning Bi-Law Business Enterprise Centre</p> <p>Approved Budget: in-house</p> <p>Other: Click or tap here to enter text.</p>	Click or tap here to enter text.	Monthly newsletter delivered to River District members
<b>River District Social Media Management</b>	<p>Post regular content to engage demographic and increase likes/follows</p> <p><b>Stakeholder:</b> RDBM City of Owen Sound</p>	<p>People: RDBM Melissa Crannie Jennifer Wright Pam Coulter</p> <p>Approved Budget: In-House RDBM operating budget with approval</p> <p>Other: Click or tap here to enter text.</p>	Click or tap here to enter text.	Increased engagement on social media channels Likes Follows Comments
<b>Phone, email, and face to face communications with River District businesses</b>	<p>Continue to be the point of contact for River District businesses with questions and provide them with information well in advance with regular follow up</p>	<p>People: Pam Coulter RDBM</p> <p>Approved Budget: In-house</p>	Click or tap here to enter text.	Positive RDBM and business feedback



	<b>Stakeholder:</b> RDBM City of Owen Sound	<b>Other:</b> Click or tap here to enter text.		
<b>Relationship Development</b>	<p>Continue to develop and maintain relationships with outside organizations Summerfolk, Owen Sound &amp; District Chamber of Commerce, Sweetwater Music Festival and service groups</p> <p><b>Stakeholder:</b> RDBM City of Owen Sound</p>	<p><b>People:</b> Pam Coulter RDBM Outside groups</p> <p><b>Approved Budget:</b> Click or tap here to enter text.</p> <p><b>Other:</b> Click or tap here to enter text.</p>	Click or tap here to enter text.	Increased community engagement

# Staff Performance Reviews

☐ I have completed Performance Reviews for all staff in my work unit by December 15.

For more information, see the [Performance Review Templates](#).

Staff Name	Date Completed
Click or tap here to enter text.	Click or tap to enter a date.

# Professional Development

Development Activity	Benefit	Cost	Timeline
OBIAA Conference	Direct access to other Business Improvement Area managers & stakeholders. Examples and presentations of events and activations that are successful in other areas	Hotel: \$600 + HST  Registration: \$800 + HST TBD when registration opens	April 28 to May 1, 2024 – Mississauga
FEO Conference	Get to know and interact with other events hosts from around Ontario, learn what is working and tips and tricks through content presented. Be in attendance for the awards ceremony where several River District Events have been submitted for review.	Early Bird Registration: \$749 + HST before January 1, 2024  Registration: \$959 + HST after January 1, 2024  Hotel: \$600 + HST	February 26 to 28, 2024 – Niagara Falls

<b>Micro-Credential completion through Georgian College</b>	Georgian College has offered a selection of Tourism sector micro-credential modules  Coaching for Performance  Developing Effective Teams  Tourism 2.0  Efficiency in Cross Training  Management & Leadership  Get Creative with Social Media	Free	September 2023 – March 2024
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