



City of Owen Sound

Director, Public Works and Engineering 2025 Individual Workplan

Section 1: Project Information

Section 2: Core Service Tasks

Section 1: Project Information

Project Title: 3.A.5. Water Meter Conversion Project

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- ☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ☒ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☒ Project Charter ☒ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Phase 2 - if business case is successful, oversee project rollout and administer contract. Substantially complete by the end of 2025. Stakeholders Affected: Council, Public, Water Dept staff, Contractor	People: Bryce McDonald, John Vary, Bradey Carbert, Natalie Stephens, Christine Gilbert, Kate Allan Approved Budget:\$3,500,000 Other:Click or tap here to enter text.	Risk(s) :-Uncooperative property owners, Difficult/unsafe access - Escalating material costs/complex installations - Emergency repairs for WD staff - Storage space Mitigation(s) :- Contractor shall liaise -City bylaw provides enforcement for non-compliance -Budget shall include contingency over bid cost -Regular communication to be proactive as much as possible - Water meter bylaw requires property owner to provide safe access -Contractor shall procure a storage location	Project Milestones: Contract awarded. Project kick-off January 2025. Procurement Timing:Click or tap here to enter text. Completion Date: December 2025.

Project Title: 5.B.1. Undertake Winter Maintenance Review

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- ☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ☒ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☒ Project Charter ☒ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
<p>Carry on with approved subsequent phases of analysis:</p> <ul style="list-style-type: none">• New traffic count data• Confirm appropriate road maintenance classifications;• Review sidewalk winter maintenance level of service Assess the sidewalk plowing program fleet units, routes, and satellite refill locations• Corporate winter maintenance Priorities• Assess number of plow fleet Explore alternative materials Compile annual Environment Canada snowfall data• Program the AVL management software with the snow routes Investigate advanced technology <p>Stakeholders Affected: Council and Committee (Service Review and Operations), Heavy Equipment Operators, Public (incl. police, transit, animal shelter etc.)</p>	<p>People: Paul Bailey, Jeff Follis, Pam Coulter, Outside Legal, Phil Eagleson</p> <p>Approved Budget: None</p> <p>Other: Click or tap here to enter text.</p>	<p>Risk(s):</p> <ul style="list-style-type: none">-Inadequate service level = increased incident claims-Public expectations don't match service provided- Impact on staff morale, resistance to change, Union objection <p>Mitigation(s):</p> <ul style="list-style-type: none">-Legal opinions where necessary, MMS adherence-Public education campaign-Communication with workforce, Change Management principles	<p>Project Milestones: Traffic counts in 2025</p> <p>Report back in 2026</p> <p>Procurement Timing: N/A</p> <p>Completion Date: 2026-12-31</p>

Project Title: 1.A.4. Create SOP for Overtime (Project Sponsor)

Project Status: Under Review

Project Rationale (select all that apply):

- ☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ☒ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☐ Project Charter ☐ RACI ☐ N/A

Project is pending completion of Collective Bargaining

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Aims to create an equitable procedure for assignment of OT for outside staff Stakeholders Affected: Council/Committee Affected Unionized staff Affected Management Staff	People: Lead is Eckhard Pastrick. Lara Widdifield (Sponsor) Jeff Follis Janet Ashfield Matt Scheifele Approved Budget: N/A Other: Click or tap here to enter text.	Risk(s): Poor buy-in, union dissatisfaction Mitigation(s): Engage Union and obtain their agreement during the development phase if possible.	Project Milestones: Coincident with negotiation of CUPE 1189-01 Collective Agreement Procurement Timing: N/A Completion Date: See above

Project Title: 1.D.1 Fleet Management Strategy

Project Status: Under Review

Project Rationale (select all that apply):

- ☐ Strategic Priority
 ☐ Master Plan
 ☐ Committee or Council Request
 ☐ Legislated
☐ Capital Project
 ☒ Service Review Action
 ☐ Policy Review Project
 ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☒ Project Charter
 ☒ RACI
 ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
<p>Once work project resumes, it is imperative to document the vehicles currently used by each work unit, when and how much, as well as the work that is currently done. Then it should be determined how much and what types of fleet are required to support the established level of service and workload with the minimum number of units / optimum lifecycle cost quotient.</p> <p>Stakeholders Affected: Click or tap here to enter text. City Manager Director of PW & E, Director Corp Serv Director of Comm Serv Mgr Arena Ops, CBO, Parks Cemetery Superv Mgr IT, Mgr HR, Mgr Eng, Bylaw Officer, Superv Env, Mechanic Lead Hand WT, WD and WW Superintendents Firefighter/Mechanic</p>	<p>People: Jeff Follis Phil Eagleson Bradey Carbert Craig Ambrose Eckhard Pastrik</p> <p>Approved Budget: N/A</p> <p>Other:</p>	<p>Risk(s): -Meeting Project Deadlines/Objectives --Lack of User Department Involvement -Fear of Change</p> <p>Mitigation(s): -Change management -One-on-one meetings -Deadlines and calendar reminders</p>	<p>Project Milestones: Click or tap here to enter text.</p> <p>Procurement Timing: N/A</p> <p>Completion Date: Click or tap here to enter text.</p>

Project Title: 22N.4 WTP Filter Replacement Project (Provide support)

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- ☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☒ Capital Project ☐ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☐ Project Charter ☐ RACI ☒ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Water Treatment Plant filters require rehabilitation. <ul style="list-style-type: none">Includes Filter Media and underdrain replacement and air scour installation.Upgrades will increase useful life improve filter capacity during wet weather events. Stakeholders Affected: Click or tap here to enter text. WTP staff Council Green Stream Grant program MECP	People: Bryce McDonald Troy Pelletier RVA (Engineer) NAC (Contractor) Approved Budget: \$5,135,000 Other: ICIP Green Stream funding	Risk(s): Delays due to the contractor or parts procurement Additional unforeseen costs Mitigation(s): – project has been started early so there is time allowance for moderate delays -Risk/liability mitigated by contract language	Project Milestones: Expected to be complete by end of 2025. Grant must be claimed by Mar 31 2026. Procurement Timing: N/A Completion Date: 2026-03-01

Project Title: 22O.4 WWTP Intermediate Bar Screens (Provide support)

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- ☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☒ Capital Project ☐ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☐ Project Charter ☐ RACI ☒ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Installation of finer gauge intermediate bar screens between the grit removal process and the clarifiers is proposed for improved removal of refuse-type material. Stakeholders Affected: WWTP staff Council MECP Click or tap here to enter text.	People: Bryce McDonald Jamie Fenton JL Richards (Engineer) Contractor Approved Budget:\$1,880,000 Other: Click or tap here to enter text.	Risk(s):Delays due to the contractor or parts procurement Additional unforeseen costs Mitigation(s): – Flexible timeline allows for moderate delays -Risk/liability mitigated by contract language	Project Milestones:Click or tap here to enter text. Procurement Timing: Tender Spring 2025 Completion Date: 2025-12-31

Project Title: 2.A.1 Cloud Based Solutions for digital timesheet, work order, asset management and HRIS
(Project Sponsor)

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- ☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ☒ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☒ Project Charter ☒ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
-Consult with staff (all divisions) on processes, information, entry requirements. Inform/consult Union as may be appropriate -Research software compatible with the asset management, work orders and HRIS system -Compile findings from research -As a team go through the information and determine best universal solution -Presentation to SLT; take all feedback to the team and let them know what was discussed -Present to Ad-Hoc Committee Stakeholders Affected: Click or tap here to enter text. Click or tap here to enter text.	People: Kim Sowerby is Lead Mark Giberson Vicki Zidner Amanda Tennant Ashley Ford Stacy Fenwick Andrew Smart Graeme MacIntyre Ian Courtney Approved Budget: \$80-186,000 Other: Click or tap here to enter text.	Risk(s): Timeline, lack of buy-in, staff dissatisfied with result Mitigation(s): Involve staff in the decision-making process, timeline allows plenty of time for information gathering	Project Milestones: Kickoff mtg Nov 2023 Process mapping May 2025 Create consultation questions June 2025 Consultation w/Staff & Union July 2025 Research software Aug 2025 Recommended solution Nov 2025 Present to SLT Dec-Jan Ad Hoc Committee Jan 2026 Procurement Timing: Post project completion Completion Date: 2026-01-01

Project Title: 2.B.1 Mobile Technology (Project Sponsor)

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- ☐ Strategic Priority ☐ Master Plan ☐ Committee or Council Request ☐ Legislated
☐ Capital Project ☒ Service Review Action ☐ Policy Review Project ☐ Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- ☐ Project Charter ☒ RACI ☐ N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
<p>Look at what we currently have, how it is being used, what is or is not working, proposed new software and what is required for it to run on mobile devices.</p> <p>Look at proposed impact of mobile equipment to ensure that it is correctly mounted, meets our obligations for ADOA, H&S and other City Policies.</p> <p>Stakeholders Affected: GRAMPS, IT, Field Staff, SLT, HR</p> <p>Click or tap here to enter text.</p>	<p>People:</p> <p>Mark Giberson is Lead</p> <p>Bylaw enforcement</p> <p>Karl Rennick</p> <p>Mark Hill</p> <p>Kayla Hyndman</p> <p>Greg Nicols</p> <p>Approved Budget:N/A</p> <p>Other:</p> <p>Click or tap here to enter text.</p>	<p>Risk(s):Timeline, lack of buy-in, staff dissatisfied with result</p> <p>Mitigation(s):Involve staff in the decision-making process, timeline allows plenty of time for information gathering</p>	<p>Project Milestones:</p> <p>-Kickoff meeting April 1st 2025</p> <p>-Review Functional requirements June 16, 2025</p> <p>-Review AODA, H&S and new mobile tech policy June 15, 2025.</p> <p>Survey Aug 15</p> <p>Budget Cap & Optg Oct 15</p> <p>Report to Committee Dec 15, 2025</p> <p>Procurement Timing:N/A</p> <p>Completion Date: 2026-03-31</p>

Section 2: Core Service Tasks

Task Name	Description	Resources	Key Performance Indicators
Operating & Capital Budget	Click or tap here to enter text. Stakeholder: Operations Committee Council Public Staff	People: Management team, staff Approved Budget: N/A Other: Click or tap here to enter text.	Meet established parameters on time Create presentations for committee as required
Fees & Charges Review	Click or tap here to enter text. Stakeholder: Council Service Users Finance Dept	People: Management team, staff Approved Budget: N/A Other: Click or tap here to enter text.	Complete on time Reflects actual costs to provide services
Performance evaluations, Recruitment, coaching and mentoring	Click or tap here to enter text. Stakeholder: Everyone within or who interacts with PW & E	People: Management Team Approved Budget: N/A Other: Click or tap here to enter text.	-Meetings set up and attended (W-VW S&O mtgs, PW management team meetings, etc.) -Performance evaluations complete for 2025
PW & E Policy Review	Support department going through the policies for the Legislative Services Policy Review and consolidation Project Stakeholder: All PW &E staff to some extent but primarily office and supervisory staff	People: Office staff and Management team with potential input from others Approved Budget: Other: Click or tap here to enter text.	Meet timelines and deliverables requested by Legislative Services/Clerks

Meaford Boundary Road Agreement	<p>Click or tap here to enter text.</p> <p>Stakeholder: PW Division Council Meaford Council and staff</p>	<p>People: PW Superintendent City's insurer Corporate Services Council Meaford Staff and Council</p> <p>Approved Budget:N/A Other: Click or tap here to enter text.</p>	Successful negotiation of a renewal before December 31, 2026.
Water Rate Study and Drinking water license renewals, DWQMS and WWQMS	<p>Drinking Water System License renewals are due in May which requires an extensive application process, financial plan and rate study, and Audit.</p> <p>Stakeholder: MECP Council Auditors, W-WW staff</p>	<p>People: Bryce McDonald, W-WW Supervisory and frontline staff, City Manager, Mayor and Council</p> <p>Approved Budget:N/A Other: Click or tap here to enter text.</p>	<p>-Passing grade on internal and external audits, passing grade on MECP inspections, annual reports presented to Council on time, Approval of water system license applications</p> <p>-Integrate Form 1 into Engineering Standards</p> <p>-Arrange Engineering to have Duty of Care training prior to next audit</p> <p>-Develop Checklist to ensure infrastructure projects include maintenance records and Workorders for all assets</p>
Vision 2050	<p>Support the Vision 2050 project</p> <p>Stakeholder: Staff Council Public</p>	<p>People: Michelle Palmer and Strategic Planning Ad Hoc Committee</p> <p>Approved Budget: N/A Other: Click or tap here to enter text.</p>	Delivery of requested initiatives and objectives on time as requested. Positive attitude to demonstrate example for less engaged staff.
Development Team	<p>Support the work of this multi disciplinary team to review development applications from the perspective of Engineering and Public Works</p> <p>Stakeholder: Development community</p>	<p>People: Development Team</p> <p>Approved Budget: N/A Other: Click or tap here to enter text.</p>	Developments do not have a detrimental or limiting impact on the developability of external properties

SLT	<p>Support the work of Strategic Leadership Team and engage in strategic direction exercises, skill building, personal growth, problem solving, etc.</p> <p>Stakeholder: SLT but by extension the entire organization as there is a ripple effect from how we interact</p>	<p>People: SLT members</p> <p>Approved Budget: N/A</p> <p>Other: Practice the 15 Commitments of Conscious Leadership</p>	Multi-discipline collaborative approach to problem solving
Participate in Town Hall Sessions and other Staff Meetings	<p>Support the work of Strategic Leadership Team and participate in leadership, mentorship, educational and engagement activities with my Team and the Staff body at large.</p> <p>Stakeholder: SLT Extended management team Staff</p>	<p>People: SLT members</p> <p>Approved Budget: N/A</p> <p>Other: Click or tap here to enter text.</p>	Multi-discipline collaborative approach to problem solving Teambuilding Information sharing
Employee Engagement Survey	<p>Support and propel the initiatives arising from the EES</p> <p>Stakeholder: SLT Extended management team Staff</p>	<p>People: All levels of staff have a sphere of influence</p> <p>Approved Budget: N/A</p> <p>Other: Click or tap here to enter text.</p>	Improved satisfaction (anecdotal) Improved scores when the survey is redone (empirical)

Strategic departmental initiatives	<p>Make time for strategic initiatives (rather than spending virtually 100% of time on operational tasks)</p> <p>Stakeholder: Whole corporation</p>	<p>People: SLT PW & E Management team</p> <p>Approved Budget: N/A</p> <p>Other: Click or tap here to enter text.</p>	<ul style="list-style-type: none"> -Office space optimization -Organizational structure -Public education campaigns -Service provision and standards optimization
Water meter bylaw	<p>Write an all-inclusive bylaw that covers property occupant/owner obligations, fee exemption justifications/parameters, mandatory connection, maintenance responsibility, backflow connection etc.</p> <p>Stakeholder: Water Division, Legislative Services/Clerks, Water Billing, Council, Public</p>	<p>People: Water Division, Legislative Services/Clerks, Water Billing</p> <p>Approved Budget: N/A</p> <p>Other: Click or tap here to enter text.</p>	This bylaw is primarily required to ensure the water meter contractor has the authority to compel properties to participate but it might as well consolidate and improve related bylaws.
Monitor Operations at Leaf and Yard Waste compost site and Genoe Landfill Reuse project	<p>Support these initiatives</p> <p>Stakeholder: Owen Sound Meaford Georgian Bluffs MECP</p>	<p>People: Heidi Jennen, Chris Webb</p> <p>Approved Budget: N/A</p> <p>Other: Click or tap here to enter text.</p>	Report back to Service Review Ad Hoc Committee in Q3 2025 Genoe would be addressed by a report to Council
Grant reporting	Grant claim form submission and status reporting for ICIP Green Stream, HEWSF, Connecting link and any other successful grants	<p>Chris Webb Bryce McDonald Administrative Staff Accounts Payable</p>	Submissions are made on time and contributions are received as expected