

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION



COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

# **Greater Miramichi Regional Service Commission Operational Workplan (2022-2024)**

**January 2022**

Approved by the GMRSC Board: January 26, 2022

**Greater Miramichi Regional Service Commission Operational Workplan (2022-2024)**

The Greater Miramichi Regional Service Commission) has developed this Operational Workplan to provide direction and clarity of the tasks, initiatives and projects that will be undertaken for the member communities over the next three years (2022-2024). The Commission Visioning Session held on November 5, 2013 served as the starting point and source for much of the Operational Workplan. Over the subsequent years many additional areas of focus have emerged and thus are reflected in the new Operational Workplan.

In November 2021, the Province of New Brunswick released a comprehensive local governance restructuring plan. The number of entities will be reduced significantly. This restructuring will have a direct effect on the GMRSC. There will be the creation of new municipalities and a large Rural District in the Miramichi Region. Additionally, some municipalities will see extensive expansion to their boundaries. The mandated services provided by regional service commissions will be expanded significantly. These changes to governance and mandated services are recognized and incorporated into the GMRSC Operational Workplan 2022-2024.

The specific tasks, projects and initiatives are illustrated in the GMRSC Operational Workplan 2022-2024. Within each of the Service Categories, there are subcategories that provide specific details.

Once approved by the Board, the Workplan will provide a checklist to review the activities each year. Although this is an approved Operational Workplan; there can be changes made; however, if changes do occur (as directed by the Board) other initiatives may as a result be delayed or eliminated. Commission Staff, under the direction of the Executive Director, are responsible to undertake the initiatives contained in the Operation Workplan. The Workplan will be referred to during annual budget preparations to determine if additional funding is needed or if funds need to be allocated within the budget to ensure a specific project is initiated in any given year.

The Operational Workplan is divided into the following categories:

1. Corporate Services (CS)
2. Regional Collaboration (RC)
3. Solid Waste Services (SW)
4. Planning Services (PS)

Services or Projects are described and when (year) each will be initiated or completed. It should be noted that there are several tasks that are continuous in nature and have been identified as such. These are key components of overall service delivery of the Regional Service Commission to the member communities.

Staff resources, financial ability and the priorities of the member communities and the Commission form the basis of the timing of the when tasks or projects are scheduled to be completed. If there is a need to significantly alter the Workplan, it will be clearly articulated to the Board members.

The Operational Workplan will be posted on the Commission's website and distributed to the member communities and the Department of the Environment and Local Government.

### **Corporate Services**

This section deals with administrative, staff and other management functions of the organization. The Executive Director is primarily responsible for these activities. Many of the activities listed will occur on annual basis while others are one-time initiatives that will be addressed in a specific year.

### **Regional Collaboration**

Collaboration at a regional level is one of the advantages of the Regional Service Commission and this section provides a listing of the type of activities that will form this service delivery function. In most instances, the items listed involve meeting, dialoguing and sharing of information with various groups to achieve collaboration on a regional basis. These regional initiatives may include mandated services of regional planning, regional recreation planning and non-mandated services such as tourism promotion and economic development.

### **Solid Waste Services**

The disposal of solid waste and programs aimed at recycling and reducing waste is the primary focus of this service. GMRSC is one of only a few Commissions that provide a direct haul service to a landfill site, this presents challenges and opportunities. The Work Plan includes initiatives to examine ways to increase diversion rates and to make the disposal of waste more efficient for all participating members. The introduction of curbside recycling in 2015 has been well received and has resulted in increase in diversion rates. There are specific tasks related to education, public awareness programs and other directed initiatives to increase diversion rates and promote recycling.

### **Planning Services**

These services include the preparation of municipal by-laws, such as Rural Plans, Municipal Development Plans, and subdivision, zoning and building by-laws/regulations and development approvals and inspections. There are other on-going tasks such development approvals, reporting, applications to the PRAC, consultations with prospective developers which are on-going and occur on a regular basis. Building Inspection services is part of the overall planning services provided to the member communities. This is a highly technical and important service. This service to communities involves plans review, inspections of construction projects, enforcement of the National Building Code of Canada and various by-laws and provincial regulations. Planning Services staff continues to refer to and implement the report: “*Working Together: A Plan to Better Assist and Support Our Clients, 2016.*” In addition, Planning Services staff continue to review and implement the – *Planning Services Communications Strategy January, 2021.* In November 2021, the municipalities of Doaktown and Upper Miramichi opted out of the planning services offered by the GMRSC.































GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
<b>CORPORATE SERVICES (CS)</b>	<b>Administration &amp; Management (CS-1)</b>	1	Assess the cost/benefit of moving all operations and staff into one building. Based on result of Enviro-centre feasibility study, determine if SWS can be housed in facility; determine needs and options for Planning Services.							
		2	Complete relocation of all Services to 1773 Water Street							Renovations to upper and lower levels of 1773 Water Street completed. Both PS and SWS are housed at this location. 10 Year Lease signed
		3	Undertake review of Salary Scale for all employees.							Adopted June 26, 2019. To be reviewed in 2022.
		4	Review Human Resources/Personnel Manual.							Review content of original manual.
		5	Review 3-Year Operational Workplan.							Review and Update of 2022-2024 Operational Workplan.
		6	Support preparation of annual Financial Statement and Audit.							Annually.
		7	Complete Employee Performance Evaluations.							Annually.
		8	Prepare an annual employee training plan.							BI training needs identified, Planning Staff to take SNB property Law Course.
		9	On-going customer service training for employees.							Training completed in January 2019. Identify training based on recommendation from




































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										Portfolio and complete training by June 2021.
		10	Develop photo ID cards for all RSC employees.	✓						Update with current legislation; on-going updates as necessary.
		11	Maintain Records Management Strategy as per Department Guidelines.							On-going.
		12	Respond to RTPPA requests for information & complaints.							On-going. RTIPPA Training for staff members.
		13	On-going Accounts Payable, Accounts Receivable, Payroll, Purchasing and other financial administration.							On-going.
		14	On-going client reception & office administration, including inventory, records management, maintenance of buildings and equipment, supplies management & purchasing.							On-going.
		15	Participate in regular RSC Executive Directors meetings.							On-going.
		16	GMRSC Procedure By-law Review.	✓						Adopted by Board on June 28, 2019. Will be reviewed to reflect changes resulting for local governance reform and Bill 82.
	<b>Member / Board Support (CS - 2)</b>	1	Research and report on various issues initiated by Board.							As directed by Board as per approved motion.
































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		2	Logistics and administration for regular Board Meetings.							On-going.
		3	Quarterly financial updates to Board.							1/4ly basis. In 2022, updates will be distributed by e-mail rather than at regular meetings.
		4	Info/briefing sessions for Board - selected topics.							On-going and as needed.
		5	Presentations by management staff of services provided, particularly Planning and Building Inspection Services.							Completed July 2020.
		6	Orientation/training for new Board members.							After the elections in November 2022 in the newly created entities, member orientation will occur in early 2023.
		7	Establish ability to host virtual Board meetings.							Chromebooks have been purchased for this purpose.
	<b>Public Relations / Communications (CS - 3)</b>	1	Annual Excellence Recognition Awards for solid waste & planning/development initiative/projects by clients, organizations etc.							"Silver Shingle" Award for development projects; selection committee comprised of reps from community has been established. Awarded annually. In 2019, Green Leaf Award was selected in October during Waste






























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										Reduction Week and presented during November Board meeting. Similar timeframe for awards will be used in 2022.
		2	Assist with planning and support for outreach activities by Board & members with public, stakeholders & other agencies.	✓						Last realtor session was held in December 2017.
		3	Website monitoring and updating, translation of content.	✓	✓	✓				New website launched in 2021. Update content and website functions as needed.
		4	Send member communities a monthly building/development activity report.	✓						On-going/monthly.
		5	Send CMHC, SNB & Statistics Canada monthly building activity report.	✓						On-going/monthly.
		6	Prepare & distribute Annual Report.	✓						Annually.
		7	Maintain good working relations and make presentations to community & business organizations, other agencies, development/real estate industry groups, member Municipal Councils and LSD Regional Advisory Committee, regarding issues, roles & activities of GMRSC.	✓						On-going, RAC meetings, presentations to Councils, special interest groups, such as realtors and inter-agency meetings; twice annual meeting with LSM and municipal administrators.
	<b>Technology / Info Systems (CS - 4)</b>	1	Develop & implement technology/equipment upgrading and replacement plan.	✓	✓					Implemented with assistance of IT consultant.



















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		2	Establish remote access so all RSC locations are able to connect to one, secure server.	✓	✓					Remote Desktop cloud server in use since early 2021
		3	Implement Building Inspectors use of mobile technology for on-site reporting.	✓						Tablets and ESRI software purchased. Database partially developed.
		4	Implement On-line permitting							Three year agreement signed with Cloudpermit on July 12/21.
		5	Server Update & back up procedure.							Cloud server now in place.
		6	Establish emails for members.							Secure email accounts.
		7	Introduce paperless meetings and reporting for Board and PRAC Members.		✓					Examine cost and benefits of supplying Members with tablets. Chromebooks have been purchased and can be made available for use by Members.
<b>REGIONAL COLLABORATION</b>	<b>(RC)</b>	1	Examine options for improving Police collaboration (RCMP, Miramichi Police and other enforcement agencies).	✓						Continue Meeting with RCMP as required.
		2	As per local governance reform and Bill 82, GMRSC will examine and implement a Public Safety Committee							
		3	Examine feasibility of By-law Compliance Officer for municipalities within GMRSC.	✓						Board did not approve (November 2019). Arranged for a presentation (June




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										2021) from a third -party service provider. Funding was not included in 2022 budget
		4	Determine what role GMRSC might play in regional tourism promotion.							As per local governance reform and Bill 82, GMRSC will examine and implement tourism promotion as a mandated service.
		5	Determine what role GMRSC will play in regional economic development.							As per local governance reform and Bill 82, GMRSC will examine and implement economic development as a mandated service.
		6	Determine what role GMRSC will play in Community Development. Will consider partnering with the Economic and Social Inclusion Corporation and the local Community Inclusion Network to provide community development services, including regional (community) transit.							As per local governance reform and Bill 82, GMRSC will examine and implement community development as a mandated service.
		7	Participation in development of Regional Emergency Measures Plan.							As per local governance reform and Bill 82, GMRSC will examine and implement a Public Safety Committee. Which may include EMO.












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		8	Collect background data for Regional Plan.							RSCs will have the option, based on guidelines provided by PNB, to develop a regional land use plan for the GMRSC. This will be a voluntary initiative and not required through legislation.
		9	Recreational Infrastructure cost-sharing							As per local governance reform, Bill 82, and PNB guidelines, the GMRSC will examine recreation infrastructure cost-sharing opportunities.
		10	Gather pertinent data on relative policing cost and other criteria; with objective to determine if a feasibility study should be undertaken to examine establishment of regional policing or other service option.							Funding for proposed study was not approved by the Board (November 2019).
<b>SOLID WASTE SERVICES (SW)</b>	<b>SW Collection &amp; Disposal (SW - 1)</b>	1	Contract with Chaleur RSC for GMRSC use of Red Pine Landfill facility.							20 Year Agreement signed in May 2016. 5-year recycling agreement signed 2017 was revised. Effective February 2020, recyclables will be processed at Southeast RSC























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										Eco360. Monitor and meet with RSCs partners annually.
		2	Annual meeting with Chaleur RSC Staff and RSC Boards regarding long-term planning of Red Pine Facility.	✓						To review service delivery and projection of tipping fees.
		3	Household hazardous waste and e-waste public "drop-off" events.	✓						Hold three – four events annually (two in Miramichi; one in Doaktown and one in a LSD – pending ETF award).
		4	Administer & monitor household battery collection/ Recycling Program.	✓						Add new drop-off sites as they become available.
		5	Further Examine feasibility of hybrid waste diversion facility for Hazardous household waste, e-waste, white goods, construction/demolition waste, tires.		✓					Enviro-centre feasibility study completed in March 2018. Application made to FCM Green Municipal Fund and Build Canada Fund in August 2019. Pending funding approval from Federal programs – denied.
		6	Form a Solid Waste ad-hoc committee from Commission Members and interested members of the public.	✓						Committee to review options and offer recommendations to the GMRSC Board to expand on the Solid Waste Services programs.
		7	Evaluate feasibility of implementing ICI participation in recycling.	✓						Completed survey in 2019 and telephone interviews for ICI. Reviewed feasibility,










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										consulted other RSCs, and reported recommendations to the Board in June 2019.
		8	Recycling Program was implemented in schools to collect paper and cardboard. Program was initiated with funds awarded by ETF.							ETF funding granted to implement recycling in schools 2020-2022. In 2021, the program is operating in 20 of the 22 schools in the region. Funding to build upon the school recycling program has been requested for 2022-2023.
		9	Examine "optimized" collections across the whole RSC area (common contracting purposes).							Review was completed in 2019 and determined that it is not feasible on a region-wide basis. However, two municipalities have optimized their collection as a result of this work.
		10	Explore feasibility of establishing a mobile collection service for HHW, e-waste and other materials							Dillon Consulting engaged to prepare an overview and feasibility study. Presented the options for the mobile collection service for HHW and item was tabled.



















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		11	Explore feasibility of conducting a one-year pilot project for curbside organics collection in the City of Miramichi.							Pending direction from the Board. Identify funding options (e.g. FCM, ETF). Board discussion deemed not feasible.
		12	Participate in development of Provincial Waste Management Strategy.							On-going. Subcommittee of RSCs submitted application to Environmental Trust Fund to develop framework to undertake a provincial waste audit.
		13	Monitor residential curbside recycling program.							Continue to monitor and examine means to increase diversion rates. Publicize results on a semi-annual basis.
		14	Develop and implement programs for various waste reduction strategies (e.g. composting, recycling-use).							On-going.
		15	Examine feasibility of establishing seasonal drop-off locations for organic waste.							Contact was made with municipalities; not prepared to support at this time.
	<b>Public Relations &amp; Education (SW-2)</b>	1	Monitor with NB Dept of Environment & Local Government, building industry and Planning Services to facilitate proper disposal of construction/demolition waste, reduce use of "land reclamation sites", & discourage illegal dumping.							Program established in 2017 between GMRSC and DELG (regional office) including an information brochure for distribution.










































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		2	Develop & produce annual programs & events wall calendar.							
		3	Public education regarding new waste reduction initiatives.							Waste reduction game developed in 2019; Waste reduction awareness campaign implemented in March 2020.
		4	Public education - info booths & presentations to trade shows, schools, community organizations, institutional & commercial industries.							Pending COVID restrictions, in person presentations will be offered virtually via Teams or other virtual methods to school, clubs, community groups and other events.
		5	Composting workshops & promotions.							Pending COVID restrictions, in person composting workshops will be offered virtually via Teams or other virtual methods annually or as requested.
		6	On-going media advertising of programs.							On-going.
		7	Continue use of social media for public relations & education.							Facebook & Instagram Account established. Firm was hired to create and post on both platforms.
		8	Continue use of re-vamped advertising material (2018), more graphics less words.							




























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		9	Recycle Coach™ app.	✓						Implemented in January 2018. Continue advertising and promotion. Explore other features to be added.
		10	Scheduled tour of solid waste facilities/programs for Board and ad-hoc committee members.	✓						COVID restrictions limited ability to conduct site tours E.g. Red Pine Facility, eco-depot system (Southeast RSC), sorting facilities, and/or other RSC facilities. Attempted to coordinate with Board Members in August 2019 to tour facilities in Moncton and Saint John.
	<b>Administration / Management / Professional Development (SW-3)</b>	1	Records Management – continue implementation of system & procedures & archiving protocol for hard copy and digital files/records.	✓						On-going.
		2	Assist in drafting & preparation of Annual Report.	✓						On-going.
		3	Monitoring & tracking volumes of waste diverted and landfilled.	✓						On-going. To be posted on the website quarterly in 2019.
		4	Participate in quarterly meetings of Solid Waste Division managers (all RSCs).	✓						On-going.








































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		5	Participate in Waste Reduction Coordinators quarterly meetings.	✓						On-going.
		6	Participate in annual Inter-Agency meetings.							On-going.
		7	Briefings to Board on selected solid waste and program issues & activities.	✓						On-going as needed and directed.
<b>PLANNING SERVICES (PS)</b>	<b>Building Permit &amp; Inspection (PS - 1)</b>	1	Responding to Inquiries (Info & Advice)- National Building Code & by-laws, building permit application requirements.	✓						On-going.
		2	Intake and review applications for building permit.	✓						On-going. Now using Bluebeam Revu to review and mark-up drawings as a means to communicate with the applicants.
		3	Perform building-permit-related inspections.	✓						On-going.
		4	Establish intake officer role and process for all development and building permit applications	✓		✓				This role has primarily been taken on by Building Inspector Tyler King. He fields most of the inquiries and first contacts. This may be adjusted upon launching our cloud-based permit application software.
		5	Develop Operational Policies, forms, and procedures for tracking inspections.	✓						On-going as necessary. Inspection policy to be reviewed and updated in 2021.


















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		6	Update Info sheets/pamphlets regarding building permits & inspections "FAQs".	✓						Building Services prefer use of checklists instead. PortFolio did not have much to add in terms of our checklists, they thought they were generally good. In 2022, we may need to update for new Act and Regulation amendments.
		7	NBBOA training	✓						Currently have two Level 3 and a Building Inspector that is currently going through the process (courses and work experiences) of getting Level 1 certified.
		8	Monitor Building By-laws for municipalities and update as required.	✓						With the new Act and related amendments, both the Village of Blackville and City of Miramichi Building By-law need to be updated before the given (Act) timeline (currently January 31, 2022 but intended to be pushed back to December 31, 2022).






























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		9	Develop comprehensive checklist for common projects, such as SUDs, decks, garages, multiple units; that designers and developers can use.	✓						Completed, update as necessary. See item 6 above.
		10	Monitor email and online form for requesting inspections.	✓						The “form” is generally not being used. Request come in by email or phone. Soon to be done though the online permitting software.
		11	Develop inspection procedure for site plan compliance and establish separate Land Gazette notice for site plan compliance issues.							Inspections completed as needed, formal procedure to be developed
		12	Create a Land Gazette notice for signed Flood Risk Disclaimers (City of Miramichi)			✓				Pending implementation
	<b>Development Support (PS - 2)</b>	1	Responding to public inquiries, providing information and advice on zoning, development, and subdividing land.	✓	✓	✓				On-going
		2	Preparing amendments to municipal planning documents, including intake, review, inter-agency coordination, reports, and presentations to the Planning Review and Adjustment Committee and Councils.	✓	✓	✓				On-going
		3	Intake, review, report, and present on applications to subdivide land.	✓	✓	✓				On-going
		4	Intake, review, and render decisions on Variance Applications including reporting and presenting to the PRAC.	✓	✓	✓				On-going










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		5	Undertake site plan reviews (zoning compliance) for all uses other than residential single and two-unit dwellings.	✓	✓	✓				On-going
		6	Prepare Confirmations of Zoning.	✓	✓	✓				On-going
		7	Providing (planner) review and comment on Subdivision Applications.	✓	✓	✓				On-going
		8	Providing review and comment on Canadian Radiocommunications Information and Notification Service (CRINS) applications (i.e. telecommunications towers and related developments).	✓	✓	✓				On-going
		9	Review and comment on Environmental Impact Assessments (EIAs) Reviews.	✓	✓	✓				On-going; as needed (project-specific)
		10	Assist municipalities in preparing Development Agreements.	✓	✓	✓				On-going; as needed (project-specific)
		11	Initiate & coordinate Developer Assistance Committee (DAC) meetings.	✓	✓	✓				On-going
		12	Create maps for individual development applications (e.g. reports, public notification, presentations).	✓	✓	✓				On-going
		13	Evaluate feasibility of ability to submit online applications and payment.			✓				Development/implement Cloudpermit software
		14	Explore feasibility of providing “Land Use Availability” search service (overview: client requests list of PIDs that allow a particular use).			✓				Service was formalized and implemented in 2021.
		15	Process mapping to be completed and reviewed by a consultant to improve approval processes and services to clients.			✓				Completed and reviewed by EXP consulting in 2021, report provided to Board.

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		16	Establish classification criteria and guidelines for major and minor variances.		✓					Completed in 2020, used continuously
		13	Create checklists for Site Plan Reviews by zone for consistency in development application review.			●	~	~	~	Initiated in 2021 – will explore further feasibility and possible implementation with Cloudpermit software in 2022-2023
	<b>Member / PRAC Support (PS - 3)</b>	1	Implement communication strategy		●	✓	~	~	~	On-going
		2	Logistics and administrative support for regular PRAC meetings.	✓	✓	✓	~	~	~	On-going
		3	Orientation of new Planning Review & Adjustment Committee (PRAC) members (as appointment terms expire/change).	✓		● ✓	~	~	~	On-going  PRAC will operate as a 5-member committee in 2022, including one new member. Likely that further changes will be needed in 2023 due to NB Local Government Reform
		4	Prepare monthly reports on planning & development activities.	✓	✓	✓	~	~	~	On-going. Also see PS - 3 #1, above.  PRAC members are also briefed on ongoing planning














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										and development issues in the region as needed.
		5	Send notices of PRAC decisions to municipal clerks, rural community clerks, and Local Service Managers.	✓	✓	✓				On-going.
		6	Prepare, organize, and facilitate information sessions to PRAC on specific topics.	✓	✓	✓				On-going as needed.  Bus tour occurred in October 2017. A tour will be arranged in 2022.
		7	Update and revise PRAC By-law and Operating Procedures.		✓	✓				Update completed in 2020 and again in 2021. On-going as needed with required updates expected in 2022/2023
	<b>Long-range Planning (Policy &amp; Projects) (PS - 4)</b>	1	Miramichi Municipal Plan and Zoning By-law	✓	✓					Review and update completed in 2020. 'Housekeeping' zoning by-law amendments expected in 2022-2023
		2	Village of Blackville Rural Plan.	✓						Draft of new Rural Plan provided to Council in February 2017, briefed in November 2017 and October 2019. No action in 2019 or 2020. Planning and Building Inspection Staff met with Council in early February



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										2021. Further action paused due to local governance reform (Blackville will be part of a new municipality).
		3	Village of Doaktown Rural Plan.	✓						Monitor and make amendments as needed. By-law improvement review to start in first quarter of 2021. Village withdrew from Planning Services in late 2021.
		4	Rural Community of Upper Miramichi Rural Plan	✓						Monitor and make amendments as needed. By-law improvement review to start in first quarter of 2021. Rural Community withdrew from Planning Services in late 2021.
		5	Entity 22 Rural Plan, subdivision by-law, building by-law							Background studies, best practice review and meetings with local leaders will begin.
		6	Entity 20 Rural Plan, subdivision by-law, building by-law							Background studies, best practice review and meetings with local leaders will begin.

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 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		7	Rural District Rural Plan, subdivision by-law, building by-law				▲	●		Background studies, best practice review and meetings with local leaders will begin.
		8	Participate in provincial discussion regarding regional planning.	✓	〰	〰	〰	▲		On-going. Future regional planning opportunities possible with Local Governance Reform.
		9	Regional Recreation Planning	✓	〰	〰	〰	▲		Continue collection of basic background information and mapping data. Future recreation planning opportunities possible with Local Governance Reform.
		10	Attend, make presentations to, and co-ordinate Inter-Agency meetings (annually).	✓	✓	✓	〰	〰		On-going as required.
		11	Blackville Subdivision and Building By-law Review			●				By-laws were reviewed by 2021. Further action paused due to local governance reform.
		12	Doaktown Subdivision By-law and Building By-law			●				Building By-law update coincided with Rural Plan update in 2017. Subdivision By-law was to be updated in 2021. Village withdrew from Planning Services in late 2021.




























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		13	Upper Miramichi Develop Subdivision By-law							Rural Community withdrew from Planning Services in late 2021.
	<b>Administration/ Management/ Professional Development (PS - 5)</b>	1	Cross-train Development Officers for subdivision applications and document approvals.	✓						On-going as needed. Planning Services Manager will receive ongoing training on documents needing DO approval (e.g. deeds and exemptions) and subdivision review/approval process in 2022-2023
		2	Hold monthly Planning Staff meetings.	✓	✓	✓				On-going as needed
		3	Updating databases (subdivision plan approvals, document approvals, variances, changes to zoning & Plan designations, and Orders to Comply).	✓	✓	✓				On-going
		4	Development and maintenance of application intake and status tracking database.	✓	✓	✓				Development to be completed in early 2022 (Cloudpermit).
		5	Assist in preparation and drafting of Annual Report.	✓	✓					Annually
		6	Records Management (update/re-organize digital archiving system and procedures).	✓	✓	✓				On-going
		7	Records Management (annual archiving and destruction of hard copy and digital "Planning Services" records).	✓	✓	✓				On-going
		8	Planner training.	✓						All Planners full CIP Members as of Oct. 2020. Ongoing training of potential





























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										new hire to be initiated in 2022/2023 as needed.
		9	GIS Specialist training - ESRI Canada conference (Atlantic Region).	✓						Annual conference has been on hold due to COVID-19
		10	Planning staff participation in Atlantic Planners Institute (and NB Affiliate) and Canadian Institute of Planners Continuous Professional Learning events, and other professional development courses and conferences.	✓	✓	✓				On-going as made available. COVID-19 Pandemic has resulted in many convenient online learning opportunities.
		11	Participate in Planning Directors meetings.	✓	✓	✓				4-5 meetings annually.
		12	Renew annually "Planning & Building Inspection Services Agreements" with 4 member municipalities.							Ensure that each sign agreement annually based on approved budget.
		13	Review transmittal forms for external departments and agencies	✓		✓				City Engineering and Public Works review form completed in 2019. Possible Provincial department review form will be explored in 2022.
	<b>Public Relations &amp; Education (PS - 6)</b>	1	Implement recommendations contained in Communications Strategy (see Appendix A for details on initiatives and actions).			✓				Communications consultant engaged in 2020.
		2	Monitor and update website	✓		✓				Evaluation of website's content and hosting platform was initiated in 2020; new website launched










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										in 2021. Continuously updated and improved.
		3	Develop online interactive dashboard to showcase development activity in the region.			✓				Dashboard will be publicly accessible via website and updated on a weekly basis. Dashboard launch to coincide with new website.
		4	Prepare frequent updates on development activity in the region using Infographics to display activity “at a glance”			✓				
		5	Training sessions for developers, lawyers, real estate agents, surveyors, and others.	✓						Target specific segments of the development industry with specific topics related to development; improve delivery of service by education and sharing information with regular clients. To be reevaluated in 2023.
		6	Review and update information pamphlets on selected topics.		✓	✓				On-going. Staff to prepare “one-pager” summaries on specific types of development requirements (e.g., accessory buildings, home occupations, accessory










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										dwelling units, floodproofing, etc.). Aim is to promote via social media and feature on website
		7	Update content on digital display in lobby/reception area.	✓	✓	✓				The display is regularly updated.
		8	Review and update the "Working Together: A Plan to Better Assist and Support Our Clients (2016-2017)".		✓					Staff provided an update to the Board in July 2020.
		9	Silver Shingle Award.	✓	✓					Awarded annually. Staff will recommend updated committee membership and award evaluation for 2023.
		10	Miramichi City Council development tour.							Was scheduled for Oct. 28, 2020; Council schedule related to budget review did not allow for event. Will attempt to complete in 2022.

