

Staff Report



Chief Administrator's Office

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REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: September 12, 2022

SUBMITTED BY: Kathryn Dever, Director, Strategy and Corporate Performance
519-741-2200 ext. 7370

PREPARED BY: Kathryn Dever, Director, Strategy and Corporate Performance
519-741-2200 ext. 7370

WARD(S) INVOLVED: All

DATE OF REPORT: August 26, 2022

REPORT NO.: CAO-2022-420

SUBJECT: 2022 Business Plan - August Progress Report

RECOMMENDATION:

For information

REPORT HIGHLIGHTS:

- The purpose of this report is to present the 2022 Business Plan Progress Report as of August 31, 2022.
- An additional 3 projects have been completed since the April report (in which 3 were also reported complete) including: Indoor Recreation Complex at RBJ Schlegel Park Business Case & Conceptual Design, Development Charge & Community Benefits Charge Studies, and Long Term Financial Plan – Implementation.
- The majority (25) of strategic actions and business plan projects are on track to meet scheduled end dates at this time, while 7 are delayed and 4 have not started; for the delayed strategic actions, progress is actively being made, with a commitment to complete by 2023.
- There are no financial implications arising from this report.
- Community engagement included posting this report to the City's website with the agenda in advance of the committee meeting.
- This report supports the achievement of the city's strategic vision.

BACKGROUND:

The 2019-2022 Strategic Plan includes measurable, specific actions with a timeline for completion, and a commitment to measure and report on progress to Council and the public throughout the life of the plan. The annual business plan includes strategic plan actions and other high priority projects identified by Council and staff, and progress is reported three times per year.

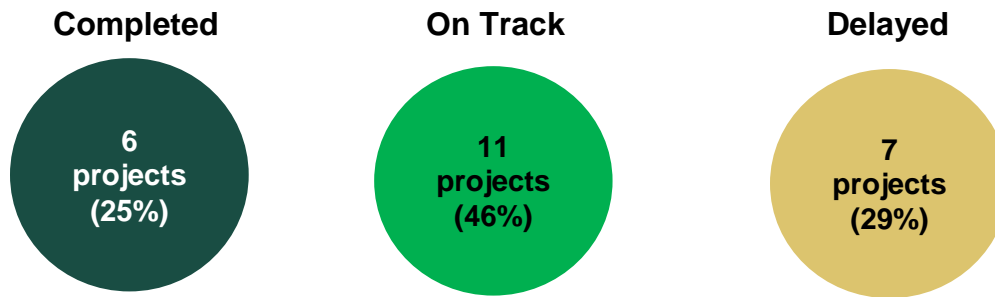
*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

REPORT:

2022 Business Plan - Overall Status

The 2022 Business Plan comprises 12 strategic actions and 24 business plan projects. Of these 36 projects, 24 were planned to be completed in 2022; of which 6 have been completed, 11 are on track for completion later this year, and 7 are delayed at this time.

Strategic Actions and Business Plan Projects scheduled for completion in 2022



Overall Status of Strategic Plan Actions

As illustrated in the following visual, 16 of the 25 actions in the 2019-2022 Strategic Plan are complete as of August 31, 2022. Three actions were completed earlier in 2022 (and reported in April). Additionally, 4 more actions were planned for completion this year.



Of these 4, one remains on track for 2022 completion: Set and Communicate Service Levels, while 3 are experiencing delays and are now planned for completion next year:

- Bikeshare program
- Pedestrian-first streets (Gaukel Street component)
- City-owned property review/property brought to market

Staff remain committed to deliver on all remaining 9 actions in the current Strategic Plan by 2023.

Overall Status of All Business Plan Projects

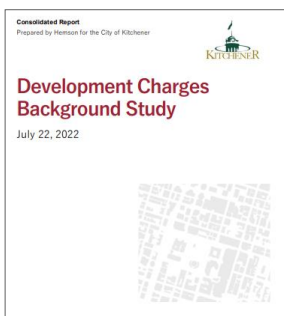
Of the 24 Business Plan projects, 16 were planned to be completed in 2022, 6 in 2023, and 2 in future years. The majority (14) are On Track for completion as planned, 4 are Delayed, and 3 are Not Started. An additional 3 Business Plan projects have been completed so far in 2022:

RBJ Schlegel Park Business Case & Conceptual Design



This project included engaging stakeholders in a needs assessment and business case to determine elements to be included in the new pool. The consultant leading the business case engaged internal stakeholders, staff and the consultant toured other facilities, and staff engaged the Corporate Leadership Team. The business case and conceptual design were completed and presented to Council, with approval received to pursue an Integrated Project Delivery Advisor prior to onboarding a design consultant and general contractor.

Development Charge (DC) & Community Benefits Charge (CBC) Studies



This project focused on updating the City's development charges study and investigating whether the City should prepare a community benefits charge study. The DC Study and Bylaw were passed by Council in May 2022 with new rates effective July 1, ensuring rates are adequate to cover the costs of growth facilities needed to service new residents. The CBC study will be considered in 2023.

Long Term Financial Plan – Implementation



This project focused on implementing initial items identified for 2020 completion. The Debt policy was approved in May 2022, and codifies the City's use of debt in a Council-approved document, with benchmarks to ensure these financial instruments are being used in accordance with the will of Council. Additional Long Term Financial Plan items have been implemented including a Budget Control policy, and moving to multi-year average inflation benchmark for the City's tax rate increase. Other aspects to be implemented will be brought forward as separate Business Plan projects in the future.

STRATEGIC PLAN ALIGNMENT:

This report supports the achievement of the city's strategic vision.

FINANCIAL IMPLICATIONS:

Capital Budget – The recommendation has no impact on the Capital Budget.

Operating Budget – The recommendation has no impact on the Operating Budget.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City's website with the agenda in advance of the council / committee meeting.

PREVIOUS REPORTS/AUTHORITIES:

CAO-20-008 2021 Business Plan Year-End Progress Report and Recommended 2022 Business Plan Project List

CAO-22-163 2022 Business Plan - April Progress Report April Status Update

APPROVED BY: Dan Chapman, CAO

ATTACHMENTS:

Appendix A: 2022 Business Plan Progress Report as of August 31, 2022