

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

### Part 1: Strategic Plan Actions (2022 and 2023 completion dates)

#### 1. People-Friendly Transportation

**Goal:** Transform how people move through the city by making the transportation network safe, convenient, comfortable and connected.

Strategic Plan Action Statement	Project	Project Manager	Completion	Status	Progress Update
<b>1.2</b> Encourage and incentivize alternative modes of transportation by developing and subsidizing a bikeshare program by 2021.	<b>Bikeshare Program</b> Implement a bikeshare service in which bicycles are made available for shared use to the public in an effort to address the “last mile,” following a feasibility study to determine the most appropriate system.	<b>Ivan Balaban</b> Transportation Services	2023	On Track	Through an RFP process, Neuron Mobility has been selected as the preferred operator of an e-bike and e-scooter share system in the Region. Contract negotiations with Neuron Mobility are underway in anticipation of launching the shared micromobility service in Spring 2023.
<b>1.3</b> Install a continuous and protected cycling network that connects adjacent neighbourhoods to the downtown by 2022.	<b>Protected Cycling Network Connected to the Downtown</b> Install a continuous and protected cycling network that connects adjacent neighbourhoods to the downtown by 2022.	<b>Darren Kropf</b> Transportation Services	2023	Delayed	Phase two construction is completed with new separated bike lanes on Queen Street, Ontario Street and Cedar Street and neighbourhood bikeways on Lancaster Street, Chapel Street and Breithaupt Street. The tender for phase three construction on Margaret Avenue and Otto Street has been awarded and work will begin in the spring of 2023. Construction for Duke Street was delayed to a fourth phase in 2024, to provide more time to coordinate with the Region of Waterloo on their portions of Duke Street. <i>The project end date has been extended to 2024 and will be reported as such in the next status update.</i>
<b>1.5</b> Develop a plan to create pedestrian-first streets between Victoria Park and City Hall and	<b>1.5.1 Pedestrian-First Plan for Gaukel Street</b> Develop plans to prioritize pedestrians over other travel modes on Gaukel Street.	<b>Darren Kropf</b> Transportation Services	2023	On Track	Gaukel Street continues to host numerous informal gatherings, markets and events, including Christkindl. Procurement is underway to further animate Gaukel Street into a hub of activity and commerce, thanks to a successful grant application. Charlie West condominium construction is now complete on Gaukel Street, and the block between King Street West and

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					Charles Street West has been transformed into a pedestrian-oriented space, with further amenities to come in the spring of 2023.
between the ION and Kitchener Market by 2022.	<b>1.5.2 Pedestrian-First Street Plan for Kitchener Market</b> Develop plans to prioritize pedestrians over other travel modes between the Kitchener Market ION station and Kitchener Market.	<b>Darren Kropf</b> Transportation Services	2023	On Track	Market programming utilized Eby Street for 29 events and Market days throughout 2022, including a concert organized by a local business on Eby Street. Procurement of traffic control materials for frequent opening and closing of the street is completed, with installation in the spring of 2023. Curb alignment changes at the pedestrian crosswalks at the King Street and Cedar Street intersection have resulted in shorter walking distances across the roadways, and accessible tactile plates added, along with upgraded concrete to replace cracked sidewalks.

## 2. Environmental Leadership

**Goal:** Achieve a healthy and livable community by proactively mitigating and adapting to climate change and by conserving natural resources.

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<b>2.2</b> Starting in 2019, leverage the Energy Efficiency Reserve Fund and other resources to reduce consumption and emission at our facilities and in our operations.	<b>Leverage the Energy Efficiency Reserve Fund</b> Leverage the fund to undertake energy efficiency retrofit projects on City of Kitchener assets and capture and reinvest operating savings to pay capital costs.	<b>Anna Marie Cipriani</b> Admin-Development Services	2022	Completed	This project was completed as of the April 2022 status update.
<b>2.4</b> Implement the Sustainable Urban Forest Strategy with a focus on establishing a tree canopy target by 2020 and	<b>2.4.1 Tree Canopy Target</b> Review the current canopy cover and set an achievable target based on best	<b>Josh Shea</b> Parks & Cemeteries	2022	Completed	This project was completed as of the April 2022 status update.

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eliminating the current (2018) tree planting backlog by 2022.	practices as well as constraints such as land availability, quality of soil, etc. in order to guide ongoing and future investment in tree planting, protection and maintenance.				
<b>2.5</b> Reduce waste diverted to landfills by implementing new diversion programs at our facilities and events by 2021.	<b>Waste Diversion Strategy: Increase Waste Diversion in Our Public Spaces and Events</b> Expand the Waste Diversion Station to all City-run events with large volunteer involvement, and evaluate expanded waste diversion stations at events, parks and public facilities.	<b>Anna Marie Cipriani</b> Admin Development Services	2022	Completed	This project was completed as of the April 2022 status update.

### 3. Vibrant Economy

**Goal:** Build a vibrant city by making strategic investments to support job creation, economic prosperity, thriving arts and culture, and great places to live.

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<b>3.2</b> Foster the creation of a city-wide network of incubators, accelerators and co-working spaces by completing the buildout of 44 Gaukel in 2019, advancing work on a Creative Hub and undertaking business cases in 2019-2021 for the food manufacturing and health/med-tech industries.	<b>3.2.2 Incubator, Accelerator and Co-Working Space Network</b> Lease all spaces in the Creative Hub, explore the potential to facilitate a Food Incubator with a business case pending, and explore partnerships for the development of manufacturing and	<b>Cory Bluhm</b> Economic Development	2023	On Track	A building permit was issued for the University of Waterloo (UW) Health Innovation Arena with an expected 2023 opening date; staff continue to work with UW on the design of the City-leased space within the Arena. Construction of the new incubation space (Sustainable Development Goals focused) at 2 King Street West has begun and it is expected to open in Q1 of 2023; leasing is underway. Staff continue to explore funding opportunities to support Food and Retail Incubators; business cases will be prepared for Council

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	health/med-tech industry incubators.				consideration in 2023. The Creative Hub at 44 Gaukel Street is currently 95% leased.
<b>3.4</b> Complete a comprehensive review of city-owned properties by 2020 to determine how they could be effectively used to advance city strategic objectives.	<b>City-Owned Property Review</b> Complete a comprehensive review of city-owned properties by 2020 to determine how they could be effectively used to advance city strategic objectives.	<b>Brian Bennett</b> Economic Development	2023	On Track	Initial focus has been on identifying supportive housing sites. Land assessment criteria have been established by staff, and a comprehensive review of all City-owned properties is in process. Staff are determining any implications as a result of the passing of Bill 23. A report is planned to be presented to Council in 2023.
<b>3.5</b> Develop a vision for downtown Kitchener and continue to position downtown Kitchener as a leading destination for redevelopment opportunities, with at least one new city-owned property brought to market by 2020. Finalize the Innovation District (Bramm Yards) Master Plan by 2021 and the Civic District Master Plan by 2022.	<b>3.5.1 Downtown Vision and City-Owned Property Brought to Market</b> Develop a vision for downtown Kitchener and continue to position downtown Kitchener as a leading destination for redevelopment opportunities, with one new city-owned property brought to market by 2022.	<b>Brian Bennett</b> Economic Development	2023	On Track	Council endorsed the process to develop a new downtown vision, and a call for community members to be part of a Downtown Community Working Group was launched in March; the Group was selected and meetings are underway, with broader community engagement expected in early 2023. The City is currently working with the Region on the redevelopment of the former Charles Street Terminal lands. City staff continue to assess options for affordable housing on City-owned lands.
	<b>3.5.2 Innovation District (Bramm Yards) Master Plan</b> Finalize the Innovation District (Bramm Yards) Master Plan by 2022.	<b>Cory Bluhm</b> Economic Development	2023	On Track	A community engagement plan is being developed, with engagement anticipated to start in 2023. Development of the UW Health Innovation Arena continues as noted above.
	<b>3.5.3 Civic District Master Plan</b> Finalize the Civic District Master Plan by 2022.	<b>Cory Bluhm</b> Economic Development	2023	On Track	Staff anticipate commencement of community engagement in Q3 of 2023, following the completion of a new Downtown Vision. Initial background work will continue.

#### 4. Caring Community

**Goal:** Enhance people's sense of belonging & connection by providing welcoming community spaces & programs; better engaging, serving & supporting our diverse populations & helping to make housing affordable.

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4.4 Better utilize existing facilities, provide relevant programming at community centers, and support equitable distribution of leisure programs and resources across neighbourhoods. Start work on the Mill Courtland Community Centre expansion by 2020	<b>4.4.1 Mill Courtland Community Centre Expansion Business Case</b> Complete a needs assessment and business case to determine the requirements for an addition to the Mill Courtland Community Centre.	<b>Mark Hildebrand</b> Neighbourhood Programs & Services	2022	Delayed	A consultant is currently completing a needs assessment and business case to outline the requirements for an addition to Mill Courtland Community Centre. Community engagement and planning is underway, with anticipated completion by the fourth quarter of 2022. The business case will be brought to Council for consideration in January 2023. <i>The project end date has been extended to 2023 and will be reported as such in the next status update.</i>
and the Rosenberg Community Centre by 2021.	<b>4.4.2 New Rosenberg Community Centre/School Business Case</b> With the Catholic School board, complete a needs assessment and business case to determine the requirements for a joint community centre/school in the Rosenberg area.	<b>Mark Hildebrand</b> Neighbourhood Programs & Services	2026	Delayed	The Minister of Education announced that funding for the construction of a school in the South Estates/ Rosenberg subdivision has been approved. The anticipated construction period is 2023 to 2025. The engagement plan for Rosenberg Community Centre is scheduled to begin in early 2023. <i>The project end date has been updated to 2025 from 2026 and will be reported as such in future status updates.</i>
Complete the Huron Brigadoon Community Centre by 2021	<b>4.4.3 Huron Brigadoon Area School / Community Centre Construction</b> Construct a joint school/community centre in the Huron Brigadoon area, in partnership with the Waterloo Region District School Board.	<b>Mark Hildebrand</b> Neighbourhood Programs & Services	2022	Completed	Project is completed and the Community Centre is open and active.
Complete an Open Space Strategy by 2021.	<b>4.4.4 Open Space Strategy</b> Develop an open space strategy to explore the value	<b>Mark Parris</b> Parks & Cemeteries	2023	On Track	The 'Spaces' component addresses the quantity of park and open spaces; the Spaces strategy, by-law and policy documents were approved by Council in August

	of open spaces, how they function, are planned, maintained, and managed, and including a review of permitted uses in parks.				2022. The 'Places' component shifts focus to the quality of park and open spaces and work will continue through to mid-2023. Engagement is on-going and over 2000 people have provided input, through a deliberate, inclusive, and relationship-building approach.
<b>4.5</b> Engage a broad cross-section of the community including the arts and creative industry sector and multi-cultural communities to develop an inclusive arts and culture Plan by 2021.	<b>Arts and Culture Plan</b> Develop a new and inclusive Arts and Culture Plan by engaging a broad cross-section of the community including the arts and creative industry sector and multi-cultural communities.	<b>Emily Robson</b> Economic Development	2023	On Track	The Bloomberg Harvard City Leadership Program, in which the City participated to support development of the Arts and Culture Plan, concluded in June. Key outcomes include a public value statement and potential pilot programs, which are being considered in stakeholder consultation currently underway. In collaboration with the cities of Cambridge and Waterloo and the Region of Waterloo, Environics has been retained to conduct stakeholder consultation (one-one-interviews, focus groups and an online engagement platform); interviews are currently underway and focus groups will begin early 2023. Engagement findings, along with the Bloomberg Harvard outcomes and economic analyses underway, will inform strategic directions for the Arts and Culture Plan.

## 5. Great Customer Service

**Goal:** Increase people's satisfaction, trust and engagement with the city by providing friendly, easy and convenient services.

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<b>5.4</b> Set clearly communicated and specific service levels for frequently asked about or accessed City services, including: tree maintenance, parking, property standards complaints, snow clearing and grass cutting by 2022.	<b>Set and Communicate Service Levels</b> Set clearly communicated and specific service levels for frequently asked about or accessed City services, including: tree maintenance, parking, property standards	<b>Jana Miller</b> Corporate Customer Service	2022	Completed	Service levels for the priority areas identified in the strategic plan have been set and are available publicly on the City's website and will be communicated to residents through our Corporate Contact Centre (as calls for these issues come in), and periodically through the City's social media accounts.

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	complaints, snow clearing and grass cutting by 2022.				

## Part 2: Status of Business Plan Projects by Department

	Community Services	Project Manager	Completion	Status	Progress Update
<b>BP01</b>	<b>Fire Station 8 Location Study</b> Identify potential sites for Fire Station 8, including an analysis of response times based on an eight-station model.	<b>Elin Moorlag Silk</b> Administration - Community Services	2022	Completed	A Fire Station Location Study was completed in August 2022 to determine the optimal location for Fire Station 8.
<b>BP02</b>	<b>City Hall Customer Service Counter</b> Centralize all in-person services at City Hall to one service counter located on the main floor, including the addition of a back-end work area to provide customer service support.	<b>Jana Miller</b> Corporate Customer Service	2022	Delayed	Detailed design concepts were shared with the staff advisory committee, service area staff and management, and Corporate Leadership Team (CLT) for review and comment at four open house events; adjustments were made based on feedback and the final design concept was approved by CLT. Next steps are for the project to go to tender with construction anticipated to begin in the spring 2023. Staff are undertaking a wayfinding study to determine customer flows and signage requirements, and working groups have begun plans for the most complex moves including Revenue and the Corporate Contact Centre. <i>The project end date has been extended to 2023 and will be reported as such in the next status update.</i>
<b>BP03</b>	<b>Budd Park Strategy</b> Identify potential sites and estimated costs to relocate the recreational assets at Budd Park and compare the costs to the economic benefits of using the Budd Park for employment lands.	<b>Bob Cheyne</b> Sport	2022	Completed	Strategy development is complete. Next steps include bringing a report to Council in 2023 for further direction.
<b>BP04</b>	<b>Cameron Heights Pool Feasibility Study</b> Collaborate with the Waterloo Region District School Board to	<b>Patrick King</b> Sport	2022	Delayed	The consultant's report was circulated to City and School Board staff in August. Next steps include staff review of the report to determine if there is a feasible recommendation to bring forward to senior leadership at the City and School Board. This project will be

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	determine the renovations and estimated costs to isolate the pool operation from the school operation to preserve a recreational asset in the downtown core.				undertaken at a future time to be determined. <i>The project end date has been extended to 2023 and will be reported as such in the next status update.</i>
<b>BP05</b>	<b>Indoor Recreation Complex at RBJ Schlegel Park Business Case &amp; Conceptual Design</b> Engage community residents/stakeholders in a needs assessment and business case to determine the elements to be included in the new pool.	<b>Steve Kurevija / Asad Qureshi</b> Facilities Management	2022	Completed	This project was completed as of the August 2022 status update.
<b>BP06</b>	<b>Ice Demand Study</b> Evaluate ice user needs and trends for ice time to determine the timing of a new arena.	<b>Jeremy Dueck</b> Sport	2024	Cancelled	Timing of the study will be reassessed, as delays have occurred due to COVID recovery and user group readiness. <i>This project has been cancelled and removed from the Business Plan.</i>

	Corporate Services	Project Manager	Completion	Status	Progress Update
<b>BP07</b>	<b>Demographic Data Collection Strategy</b> Develop a strategy for the collection of community demographic data to guide the identification and removal of systemic barriers in City programs and services.	<b>Sophia Stanberry</b>	2022	Completed	Standardized demographic data continues to be collected in the following areas: Engage Kitchener online surveys, volunteer applications, applications for advisory committees and boards, customer Service satisfaction surveys, community centre facility rentals, and community grant applications. Other areas of focus coming on stream for data collection include delegates to Council and grant applications, as well as job applications. The disaggregated data collection program will be a multi-year strategy. Going forward, this work will continue as part of core service delivery.
<b>BP08</b>	<b>Launch of the Grant Program for Black, Indigenous &amp; Racialized groups (RISE Fund)</b> Implementation of a new community grant program for	<b>Sophia Stanberry</b>	2022	Completed	Based on recommendations from the Equity and Anti-racism Advisory Committee a free grant writing workshop tailored for Black, Indigenous, and racialized non-profits was offered in partnership with Kind Minds Family Wellness prior to the second intake for RISE grants. The workshop was the first of its kind in the region and was well



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	Black, Indigenous and Racialized groups, as a tangible deliverable of the Corporate Equity & Anti-Racism Strategy.				received by participants. The second round of RISE Fund applications opened in August with applications totaling \$180,000 submitted for \$50,000 of available funding; the full program funding was awarded to six organizations. In total in 2022, more than \$300,000 in RISE grant funding was requested, with approximately \$96,000 in funding available for distribution; this allocation has been increased to \$100,000 for the remaining two years of the RISE fund pilot (2023 and 2024).
	Development Services	Project Manager	Completion	Status	Progress Update
BP09	<b>New Greenhouse Gas Emissions Reduction Target(s)</b> The City of Kitchener met the previous Corporate Climate Action Plan (CorCAP) target of 8% absolute GHG reduction. Through this new project, a new/next generation CorCAP will be developed.	<b>Anna Marie Cipriani</b> Administration-Development Services	2024	On Track	To develop the next Corporate Climate Action Plan (CorCAP 2.0), staff are renewing the Federation of Canadian Municipalities Partners for Climate Change Program Milestones 1 and 2 by completing a corporate emissions inventory, forecast, and setting renewed emissions reduction targets for 2030 and 2050 from the 2016 baseline. WalterFedy consulting has been retained to build on previous energy audits of the City facilities, conduct modelling and evaluate different GHG reduction scenarios. In November 2022, internal workshops were held to build support and guide the work. Targets are anticipated to be brought before Council in 2023 for consideration and endorsement.

	Financial Services	Project Manager	Completion	Status	Progress Update
BP10	<b>Budget System Implementation</b> Replace the existing Budget System, which was developed in-house more than 20 years ago, with an external software solution.	<b>Debbie Andrade</b> Financial Planning & Reporting	2023	On Track	Implementation of the new solution kicked off in October, with project completion expected in 2023.

	Financial Services	Project Manager	Completion	Status	Progress Update
BP11	<b>Climate Event Sensor Implementation</b> Investigating and initial implementation of climate sensors throughout the City to gain climate related data for modelling, real-time analysis, and emergency response.	Asset Management & Business Solutions	TBD	Cancelled	The City was not successful in securing grant funding to enable the project to proceed. <i>This project has been cancelled and removed from the Business Plan.</i>
BP12	<b>Asset Management Planning</b> Develop and publish two key asset management plans for Facilities and Water categories to support adherence to O. Reg 588/17	<b>Tom Margetts</b>  Asset Management & Business Solutions	2023	On Track	As per the City's obligation for O. Reg 588/17, all core asset management plans (including Water) have been completed and publicly available via Kitchener's website. A consultant has been engaged to assist in the development of a detailed asset management plan and the work is underway.
BP13	<b>Concur Invoice Automation</b> Invoice management solution to fully digitize AP processes. Includes invoice capture, tracking, approvals and enhanced reporting for spend analysis.	<b>Lisa Dueck</b>  Financial Operations	2023	Not Started	Staffing and resources challenges in accounting delayed the start of this project. Currently gathering project requirements and aligning resources to move forward with the project in 2023.
BP14	<b>E-invoices for Miscellaneous Receivables</b> Customers are frequently requesting e-invoices for Miscellaneous Receivables which represent services that are generally billed through the City's financial system (SAP). Examples of services billed through miscellaneous receivables include Direct Detect for alarm monitoring, Parking and Cemetery sales. Property tax and utility accounts are not included in miscellaneous receivables. Completion of this project will allow customers to receive invoices by e-mail.	<b>Saleh Saleh</b>  Revenue	2022	Delayed	The e-invoicing project is progressing with work underway including collaboration with staff to refine the solution. Due to staff resourcing challenges, project implementation will be slightly delayed to the first quarter of 2023. <i>The project end date has been extended to 2023 and will be reported as such in the next status update.</i>

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BP15	<b>Mobile Time Entry</b> Implement mobile time entry for operations, eliminating the need for paper-based timesheets.	Asset Management & Business Solutions	2023	Cancelled	The project will proceed in the future in consideration and alignment with other system implementations. <i>This project has been cancelled and removed from the Business Plan.</i>
BP16	<b>Development Charge (DC) &amp; Community Benefits Charge (CBC) Studies</b> Update the City's development charges study and investigate whether the City should prepare a community benefits charge study.	Ryan Hagey Financial Planning & Reporting	2022	Completed	This project was completed as of the August 2022 status update.
BP17	<b>Long Term Financial Plan – Implementation</b> Implement/consider recommended actions identified as 2020 items in the Long-Term Financial Plan.	Ryan Hagey Financial Planning & Reporting	2022	Completed	This project was completed as of the August 2022 status update.
BP18	<b>Point of Sale and Expansion of Payment Options</b> Replace the existing Point of Sale system, which is past its life cycle, and expand payment options for various services.	Saleh Saleh Revenue	2023	On Track	Expansion of payment options to Business Licensing, Building Permit, Planning and Miscellaneous Receivable services with was completed in fall 2022. Staff are currently validating project requirements to ensure seamless integration with services to be offered at the new centralized customer service counter. <i>This project will transition to the Financial Operations division for 2023.</i>

	Infrastructure Services	Project Manager	Completion	Status	Progress Update
<b>BP19</b>	<b>Water Infrastructure Program (WIP)</b> Undertake an assessment of the Water Infrastructure program originally completed in 2017 and review for the next 5 years. This will inform the long-term maintenance and renewal strategy for water infrastructure (water, sanitary and stormwater to ensure continued safe, reliable and efficient service delivery.	<b>Bu Lam</b> Sanitary & Stormwater Utilities	2023	On Track	The project advisory team and subject matter experts are currently compiling data, performing analyses and developing the report. A first draft of the WIP report is anticipated in the first quarter of 2023.
<b>BP20</b>	<b>Sustainable Urban Forest Strategy (SUFS) Implementation</b> Continue to implement the SUFS by providing grant funding to REEP Green Solutions to partner on private tree planting and stewardship and planting 400 trees in parks before the end of 2023 to replace trees lost through EAB, storms and other events.	<b>Josh Shea</b> Parks & Cemeteries	2023	On Track	Reep Green Solutions program partners have completed their fall planting and met their seasonal planting target (71 trees planted in fall with 112 planted in total for 2022) and capacity for private property planting. As for the City's Park Planting Program, a total of 345 trees were planted in 13 different parks. Planting was targeted in Wards 6 & 7 in parks within neighbourhoods which had lowest tree canopy percentage; this was a strategic focus to begin increasing tree canopy but also addressed previous canopy loss as a result of emerald ash borer.
<b>BP21</b>	<b>Facilities Infrastructure Program</b> Conduct a comprehensive review of facility infrastructure needs to incorporate building condition assessments, sustainability opportunities, and accessibility needs to identify current gaps and inform long-term maintenance and capital improvement strategies to address the infrastructure deficit.	<b>Beatrice Powell</b> Facilities Management	2023	Completed	Facilities Infrastructure Program outcomes have been incorporated into ongoing core service business processes which support facilities capital project and program implementations aimed at reducing infrastructure deficit, accessibility needs, sustainability goals, and provincial requirements for asset management planning for municipal infrastructure.

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<b>BP22</b>	<b>Rehabilitation of City Hall Outdoor Spaces – Construction Phase 1 and Phase 2</b> Complete construction associated with the rehabilitation of City Hall Outdoor spaces.	<b>Chris Campbell / Asad Qureshi</b> Facilities Management	2023	On Track	Phase 1 (Carl Zehr Square and College Street) was completed in October 2022 and the ice rink opened on schedule December 1. Construction work on Duke Street entrance and College Street is progressing; it is anticipated the Duke Street entrance will reopen by end of 2022, with work continuing on Duke and Young Streets until Fall 2023.
<b>BP23</b>	<b>Implementation of Significant Parks Projects</b> Complete construction of RBJ Schlegel Park – phase 2, Westwood Park and Brubacher Parks. Tender and award work at Alpine, Vanier/Traynor/Wilson and Shoemaker Parks. Initiate engagement at Oaten/Fergus/Idlewood and Kinzie Parks.	<b>Mark Parris</b> Parks & Cemeteries	2022	Delayed	RBJ Schlegel Phase 2 construction is nearing completion, with the washroom and Operations building tracking to a January completion for opening for the 2023 season. The outdoor sports courts will be delayed to the spring due to pavement quality and required corrective actions within workable weather conditions. Brubacher and Westwood Parks are under construction with completion expected in spring 2023. Design for Alpine/Vanier/Traynor Parks is finalized, with tender planned to be awarded early 2023; work has been slightly delayed by scheduling archeological works currently in progress. Oaten/Fergus/Idlewood and Kinzie Parks engagement is continuing, with final concepts being finalized for presentation; anticipated tender in early 2023. <i>The project end date has been extended to 2023 and will be reported as such in the next status update. The significant parks included in this project will be updated for the 2023 Business Plan.</i>
<b>BP24</b>	<b>Implementation of the Federal Disaster Mitigation and Adaptation Fund (DMAF)</b> Plan and execute stormwater management infrastructure projects across the city to leverage the DMAF grant funding and advance the implementation of the 2016 Integrated Stormwater Management Master Plan.	<b>Nick Gollan</b> Sanitary & Stormwater Utilities	2028	On Track	Design and public engagement have started for improvements to several sections of the Walter Bean Trail and the Bridgeport Dike. Consultant teams have been hired for all of the non-WIP DMAF projects, which account for eight new stormwater facilities of various complexity, seven critical infrastructure protection projects in watercourses, and one Schedule C municipal class environmental assessment on a significant creek naturalization project. Rehabilitation and reconstruction work is wrapping up for Shoemaker Creek, Montgomery Creek, and several WIP utility replacement projects that started in 2021/22 (full reconstruction).