



CAO OFFICE

TO: Council

DATE: November 15, 2022 **DIVISION:** N/A

FILE: N/A **APPLICATION:** N/A

SUBJECT: Chief Administrative Officer Report – Council Priorities Update

EXECUTIVE SUMMARY:

Consistent, transparent, and timely reporting to Council on the status of key initiatives is part of good governance practices in managing the corporation for the community. This report provides a status update on the progress of Council's nine Priority Projects.

This report is the first in a regular reporting cycle to Council on the status of key strategic initiatives to aid Council in its governance and oversight roles. Over time, this reporting format will continue to be further developed and improved.

ADMINISTRATION RECOMMENDATION:

Administration recommends that his report be received for information, in accordance with Option #1.

BACKGROUND:

In June of 2022, Council underwent a process to identify and agree on strategic priorities commencing in 2022. From that work, nine significant projects were identified that reflect those strategic priorities and have been supported with sound project management practices and processes:

- Governance Improvement
- Strategy Refresh
- Service Capacity Review
- Organizational Excellence Strategy
- Long-term Financial Forecast
- "Soft" Levies Bylaw
- Solar Farms on Agricultural Land Strategy
- Area Structure Plan Updates
- Economic Development Strategy

Additionally, other key priorities were identified, although their timing was anticipated to begin as the initial nine were moved into completion. These are:

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| <ul style="list-style-type: none"> • Asset management plan/policy • Agriculture land use strategy • MDP/LUB review • Area structure plan updates • Potable water strategy • Utility model • CMRB Growth Plan implications • Virtual County Hall • Recreation cost sharing • Recreation business plans | <ul style="list-style-type: none"> • Development Application analysis checklist • Subtrade services review • Advocacy strategy • First Nations Relationships • Property Hookup Requests • Waste Management Strategy • Transportation Model • Review Reserves Policy • Development Stormwater Strategy |
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Administration Resources

Dorian Wandzura, CAO Office



ROCKY VIEW COUNTY

- Update Intermunicipal Development Plans
- Develop 5 Year Capital Plan
- Develop Waste Management Strategy
- Prepare Westside Servicing Master Plan
- Review Intermunicipal Cost Sharing

REPORT:

At the July 26, 2022, meeting, Council approved a budget adjustment to resource these nine Priority Projects, and Administration committed to providing regular updates on the status of them. This report provides Council with the first of regular updating on the status of these projects.

Following Council approval, detailed project plans were created to improve the accuracy of the estimates and the timing of completion of each project. Project Plans have been developed for all nine projects.

The Governance Improvement Project has received approval for the Terms of Reference for the Governance Committee of Council, and this Committee will be commencing in 2023. The Project Team is currently researching best practices for improved reporting to Council, including updated report templates and agenda forecasting.

The Strategy Refresh project is well underway, with an expected completion date of December 2022. Council was engaged in a workshop with the consultant team to identify appropriate Key Performance Indicators that would represent success in implementing Council's Strategy, and a final report is anticipated to be presented to Council before the end of 2022.

The Service Capacity Project RFP has been closed, and the County is in negotiations with a consultant to support this work. The negotiations phase is taking longer than anticipated, which may push the start of this work into Q1 2023.

The Organizational Excellence Strategy RFP has been closed and the County is in negotiations with a consultant to support this work. Following the finalization of the contract and the commencement of the work, the initial steps will include finalizing the approach, gathering relevant data, and completing a best practice review.

The Long Term Financial Forecast work has been advancing with the support of a consultant who has reviewed the Master Tangible Capital Asset List, and has met with department managers. The next steps will be to conduct an asset analysis including lifecycles, replacement assumptions, and water/wastewater servicing baselines.

The "Soft Levies" project has been aligned with the County's overall levy review, and the first draft of the summary report has been received. The intent of the summary report is to provide Administration with the background information of the current state of funding and infrastructure needs for the County, and to research existing soft services levy structures from other municipalities.

The Solar Farms Strategy project has finalized a contract with a vendor to create a decision-making tool and develop a renewable energy strategy. An introductory workshop with Council has been scheduled in November.

Area Structure Plans are progressing at varying paces. The Engagement Report for the Springbank ASP review was released to the public on October 17 and Planning has started revising the ASP accordingly; next steps include completing the ASP revisions, holding a workshop, and scheduling public engagement. For the Conrich ASP Future Policy Area, the Environmental Screening report was commissioned, and updates were drafted to the ASP, which are to be reviewed by the Engineering Team. With regard to the Janet ASP Long-Term Development Area, a resident meeting was held in September, meetings regarding water and transportation issues were held with the City of Calgary in September and October, and the Environmental Screening Report was commissioned. The



next steps for both the Conrich and Janet ASPs are to complete the Environmental Screening Reports, conclude intermunicipal engagement, complete the final draft ASP documents, and schedule public hearings; the Conrich ASP will require final public engagement prior to the public hearing.

The Economic Development Strategy engagement is progressing with 3/5 stakeholder engagement sessions completed and 1/5 technical studies completed by an external consultant. The remaining engagement sessions are anticipated to be completed in the next quarter with a final product completed in Q1 2023.

All projects are showing 'green' status for schedule and budget (indicating that the project is on or under cost and on or ahead of schedule), with the exception of the ASP Update Project: The Janet, Conrich, and Springbank ASPs are almost complete, are on budget, and are targeting completion – including public hearings – for the end of Q1 2023. However, the completion date is subject to uncontrollable external factors such as intermunicipal and public engagement, and completion of the commissioned studies.

Attachment 'B' contains more detailed Project Status descriptions.

BUDGET IMPLICATIONS:

Collectively, the nine identified priority projects are budgeted for \$1,345,000 of external consulting support costs. This budget was funded through a \$306,200 internal reallocation, and a \$1,038,800 budget adjustment, approved by Council on July 26, 2022.

STRATEGIC OBJECTIVES:

These nine Priority Projects continue to build on Council's strategic objectives and themes including service excellence, financial health, and responsible growth. As the Strategy Refresh project continues to be completed, it will provide further clarity on the success measures that Council has defined as outcomes to achieve.

OPTIONS:

- Option #1: THAT the Chief Administrative Officer Report – Council Priorities Update be received for information.
- Option #2: THAT alternative direction be provided.

Respectfully submitted,

"Dorian Wandzura"

Chief Administrative Officer

DW/dw

ATTACHMENTS:

- ATTACHMENT 'A': Reporting Definitions
ATTACHMENT 'B': Priority Project Status Report