

Town of Riverview

CAO DEPARTMENT MONTHLY REPORT



To: Mayor and Town Council

Prepared by: Colin Smith, CAO

Date: February 27, 2023

Month & Year: January 2023; February 2023

Section 1: 2023 Priorities

Priority	Activities
<i>Regionalization of Services with the Commission</i>	<p><i>To work with the Regional Service Commission and the municipalities to develop regional strategies and operational plans for the services that the province has determined will be delivered regionally. These include economic development; social issues encompassing homelessness/affordable housing, etc.; tourism promotion; cost sharing for regional recreational assets; and regional transportation.</i></p> <p>Actions:</p> <ul style="list-style-type: none">• The Southeast Municipal Administrators meet with the CEO of the Service Commission in February for an update on the development of the regional strategies for the new mandated services, in particular economic development. This group is planning on meeting with the CEOs on a regular basis to support the commission's staff in the development of these strategies during the year. The province has set a deadline of July 1, 2023, for all the Commissions to complete their regional services strategic plans (including plans for the new mandated services). The Commission will establish working committees for each of the mandatory services to develop the strategic priorities for each service. The committees will include Service Commission board members; commission staff; and subject matter experts. The overall regional strategic plan (and strategies for each mandatory service) will be reviewed and approved by the Service Commission's Board (i.e., regional Mayors) when plans are finalized.
<i>Organizational & Succession Planning</i>	<p><i>To develop a long-term organizational and management succession plan that considers upcoming retirements; current vacant positions; broader regional direction for some services (i.e., economic development); future direction of the organization; etc. The plan will align the structure of the organization with Council's Strategic Plan. The intention is to align the right personnel possessing the right capabilities in the right departments/organizational structure.</i></p>

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	<p>Actions:</p> <ul style="list-style-type: none"> In January, a number of organizational changes were implemented in response to expected organizational departures and the need to create development opportunities for middle managers in the organization. Furthermore, this provided an opportunity to align like oriented activities under one department to further eliminate organizational roles and duplication. Facilities Management has been fully integrated with the Parks facilities management activities with the transition of the corporate facilities role to the Parks Department. Economic Development has been integrated within the Department of Development and Legislative Services. The plan will be to develop an updated economic development plan for the Town once the new Manager of Economic Development & Projects is hired. HR and Communications teams are now under the leadership of T. Finlay to create shared synergies with those two corporate services. Individuals are currently transitioning into their news teams, and we will reassess the overall progress of this transition mid year. The Town is currently recruiting for a Manager of Economic Development and Projects.
<p>Operational Management and Oversight</p>	<p><i>Lead the management team in ensuring the organization lives up to the Service Excellence expectation in the Town's strategic plan focusing on shared operational practices and expectations.</i></p> <p>Actions:</p> <ul style="list-style-type: none"> Performance Management plans for all directors for 2023 have been reviewed, finalized and signed off for the year. The Q1 PM conversations will be scheduled for around the end of March. The Directors group have begun meeting on a monthly basis to review and discuss the status of the operational plans for each department for 2023. Council received a year end report (in January 2023) on the delivery by Town staff of the 2022 strategic plan priorities. That year end status report will be integrated in the final Annual Report for 2022 that will be completed after the annual audit is concluded.
<p>Corporate Projects & Operational/ Process Improvements</p>	<p><i>Lead the oversight role in executing the following 2023 projects:</i> 1) a housing needs assessment and potential affordable housings strategy for Riverview; and 2) a commercial market threshold analysis for Riverview.</p> <p>Actions:</p> <ul style="list-style-type: none"> The Town released a Request for Proposal (RFP) in January 2023 seeking submissions for a firm to complete 1) a housing needs assessment for Riverview; & 2) potential and affordable housing strategy for Riverview after the housing needs assessment is completed. The submission deadline was February 16, 2023, and the RFP evaluation team has been reviewing the proposals. It is anticipated a recommendation will be brought forward to Council in March for the award.

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	<ul style="list-style-type: none">The Town is in the final stages of establishing an agreement with a consulting firm to complete a commercial market threshold analysis for Riverview. The current plan is to have the analysis start in March with a final report presented to the Town by the end of May 2023.