



Finance and Administration Committee Agenda

Wednesday, May 22, 2024

Tom Davies Square
Councillor McIntosh, Chair

4:00 p.m. Closed Session, Committee Room C-12 / Electronic Participation

6:00 p.m. Open Session, Council Chamber / Electronic Participation

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|------|---|----|
| 1. | Call to Order | |
| 2. | Roll Call | |
| 3. | Closed Session Resolution to move to Closed Session to deal with one Personal Matters (Identifiable Individual(s)) item regarding a performance review in accordance with the Municipal Act, 2001, par. 239(2)(b). | |
| 4. | Recess | |
| 5. | Open Session | |
| 6. | Roll Call | |
| 7. | Declarations of Pecuniary Interest and the General Nature Thereof | |
| 8. | Matters Arising from the Closed Session At this point in the meeting, the Chair of the Closed Session, will rise and report. The Committee will then consider any resolution(s) emanating from the Closed Session. | |
| 9. | Presentations | |
| 9.1 | 2024 CAO Performance Objectives and First Quarter Performance This report and presentation describe the status of CAO performance objectives and corporate performance to March 31, 2024. | 4 |
| 10. | Managers' Reports | |
| 10.1 | Development Charges By-Law This report to follow will provide Council with options to finalize the 2024 Development Charges By-Law for the next ten years, from July 1, 2024 to June 30, 2034. | |
| 10.2 | 2025 Budget Overview and Schedule This report provides recommendations regarding the multi-year budget policy and an overview of the process for reconfirming and/or amending the 2025 Budget. It also provides a budget update schedule and the reporting changes Committee can expect to see in a budget update year. | 21 |
| 10.3 | Absenteeism Report 2019 to 2023 This report provides information regarding employee absenteeism for calendar years 2019 to 2023 inclusive to allow the Auditor General's Office to complete the audit of attendance management processes that responds to the interests of members of the Audit Committee. | 28 |
| 10.4 | Core Services Review Update Q2 2024 | 57 |

This report describes the status of opportunities identified in the 2020 Core Services Review.

10.5 Historical Overtime Review

72

This report provides information regarding employee overtime from 2019-2023 in response to City Council resolution CC2024-03.

11. Members' Motions

12. Addendum

13. Civic Petitions

14. Question Period

15. Adjournment

2024 CAO Performance Objectives and First Quarter Performance

| | |
|-----------------|--------------------------------------|
| Presented To: | Finance and Administration Committee |
| Meeting Date: | May 22, 2024 |
| Type: | Presentations |
| Prepared by: | Ed Archer CAO's Office |
| Recommended by: | Chief Administrative Officer |

Report Summary

This report and presentation describe the status of CAO performance objectives and corporate performance to March 31, 2024.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

Fulfilling the 2024 objectives described in this report produces a variety of outcomes directly related to the goals described in City Council's 2019-2027 Strategic Plan. The emphasis in this report is on Goal 1.5 – “Demonstrate innovation and cost effective service delivery”, although several planned outcomes influence progress on multiple goals within both the Strategic Plan and the CEEP.

Financial Implications

There are no financial implications associated with this report.

Background

This report provides an update on the status of planned outcomes and corporate performance to the end of the fourth quarter. Following the cancellation of the Finance and Administration Committee's February meeting, the Chief Administrative Officer's performance objectives were approved at its March 26, 2024, meeting. These objectives address nine priorities that require a shared enterprise-wide focus and close collaboration among the Executive Leadership Team:

- Continue the evolution of service-based plans and accountability reporting
- Support effective governance and Council oversight
- Demonstrate progress on the Community Energy and Emissions Plan and the Climate Change Adaptation Plan
- Achieve desired milestones for each of Council's Large Projects
- Promote innovation and lead effective change
- Produce effective advocacy and government relations strategies
- Deliver the outcomes described in the 2019-2027 Strategic Plan
- Sustain a cohesive and responsive leadership team
- Continue the evolution of the corporation's customer service strategy

Addressing these priorities will also:

- Demonstrate continued improvement in enterprise-wide work planning and coordination
- Continue to strengthen the alignment between current operations and strategic objectives across the corporation
- Build on the progress made in previous periods to both refine and improve the corporation's use of business intelligence, technology and timely public communication

Analysis

Employee Health and Safety

Appendix A provides details regarding employee health and safety performance in the first quarter. COVID-19 continues to influence lost time levels, with 21 lost time claims filed due to the virus.

Project teams for the Occupational Health and Safety Management System – iCARE project, led by General Manager of Growth and Infrastructure Tony Cecutti, are in the planning and current state analysis phase. The teams are working on developing the enterprise standards and related change management, along with the communication activities that will be required to introduce successful change. The first phase of the employee survey, focusing on health and safety, will be delivered and be available to all staff using an online platform by the end of Q2 2024.

Employee Overtime

There were 42,499 hours of overtime (banked or paid) worked throughout the first quarter (Q1 2023 – 48,752 hours). Banked overtime represents hours employees work beyond their standard work hours that they use at a later date for additional paid time off; paid overtime represents hours employees work beyond their standard work hours for which they receive cash payment. This overtime occurs for several reasons, often where minimum required staffing levels exist. Paid overtime represented 57% of all overtime hours in Q1 2024 (59% in Q1 2023).

The need to maintain service levels drives overtime hours, which can be exacerbated when recruiting challenges create longer lead times to fill vacant positions due to resignations/retirements, staff absences occur due to illness, short-term or long-term disability leaves, professional training requirements prompt additional hours of work (like in Fire Services) or (in the example provided by Arenas) special events/tournaments occur. Over 80% of the paid overtime hours in Q1 supported the following six subservices:

- Pioneer Manor, mainly for the Resident Care sub-service – 9,291 hours (2023 –12,580 hours)
- Fire Services, mainly for the Fire Suppression sub-service – 8,304 hours (2023 –11,447 hours)
- Paramedic Services, mainly for the Emergency Response and Medical Care sub-service - 5,951 hours (2023 – 4,040 hours)
- Linear Infrastructure Services, mainly for the Winter Road Maintenance sub-service – 5,334 hours (2023 – 8,417 hours)
- Transit, mainly for the GOVA sub-service – 3,761 hours (2023 – 1,109 hours)
- Leisure Services, mainly for the Arenas sub-service – 2,851 hours (2023 – 3,175 hours)

Unpaid overtime, a measure of work provided by non-union employees in addition to their standard work hours, totalled 11,270 hours in the first quarter (Q1 2023 – 11,941 hours). These additional hours were incurred across most services, with the majority assigned to the following:

- Linear Infrastructure
- Finance
- Leisure

- Pioneer Manor
- Human Resources and Organizational Development

Status of 2024 Objectives

Noteworthy progress on the CAO's performance objectives during the quarter include the following:

- A draft [Housing Supply Strategy](#) was presented to Council January 16 for public review and comment. A report finalizing the strategy based on comments received is anticipated in the second quarter. This is part of the work associated with the objective to promote innovation and lead effective change.
- A [Climate Action Annual Report](#) was presented to City Council February 27. This is part of the work associated with demonstrating progress on the Community Energy and Emissions Plan and the Climate Change Adaptation Plan.
- A [Public Art Master Plan](#) was approved by City Council February 27. This is part of the work supporting the objective of delivering outcomes described in the corporation's 2019-2027 Strategic Plan.
- City Council received a report and presentation at its March 19 meeting regarding the [regulatory framework affecting derelict buildings](#). Work continues on this matter, supporting the objective of delivering outcomes described in the corporation's 2019-2027 Strategic Plan.
- A report describing a [Brownfield Strategy and Community Improvement Plan Review](#) was presented at the March 19 Planning Committee meeting, consistent with the objective of demonstrating progress on the Community Energy and Emissions Plan and the Climate Change Adaptation Plan.
- A report presented at the March 25 Operations Committee meeting described findings from the third phase of the [Solid Waste Master Plan](#). This supported both the objective of demonstrating progress on the Community Energy and Emissions Plan and the Climate Change Adaptation Plan, as well as the objective of delivering outcomes described in the corporation's 2019-2027 Strategic Plan.

Additionally, a Request for Proposals process was successfully completed to select the design architects for the Cultural Hub at Tom Davies Square. A proposal involving a partnership between Teeple Architects, Two Row Architect and Yallowega Architecture was selected; a contract for the work was executed in April. In parallel with this work, a condition analysis of the Sudbury Community Arena by BBB Architects and A2S was underway throughout the first quarter in anticipation of a report that was presented to City Council at its April 16 meeting.

In March, the corporation successfully completed a variety of economic development outreach and advocacy opportunities via its participation in the annual Prospectors and Developers Association of Canada (PDAC) conference. Economic Development staff, supported by GSDC Board members and members of City Council, including Mayor Lefebvre, hosted a successful Sudbury Mining Cluster Reception. Supported by 29 sponsors and with over 500 guests, the event attracted representatives from mining, automotive, financial and public sectors.

While at the PDAC conference, Mayor Lefebvre also hosted a luncheon in collaboration with leaders of Atikameksheng Anishnawbek and Wahnapiatae First Nation to share their insights on the critical role of partnerships in mining and reconciliation efforts. Remarks by Gimaa Craig Nootchtai, Chief Larry Roque and Mayor Paul Lefebvre, along with mining sector partners, addressed the significance of fostering alliances to create long-term, local economic prosperity through shared cultural and environmental values.

Appendix B describes the status of key projects. **90%** of key projects remain on schedule. Collectively, these details provide further information regarding progress on all the significant objectives included in the CAO's 2024 performance objectives.

Operating Performance to March 31

Appendix C presents the corporate balanced scorecard. Overall, daily operations are meeting performance goals.

Council also passed several motions that significantly influence 2024 workplans. These included:

- A motion at its January 30 meeting directing staff to prepare a report with analysis regarding overtime, supplementing a direction provided at the December Audit Committee meeting to analyze absenteeism over the past five years.
- A direction to staff at its [February 12 Planning Committee](#) meeting for staff to review the corporation's Community Improvement Plan programs, with a report expected in the second quarter
- A motion at its February 27 meeting directing staff to explore opportunities to reduce the number of renovictions in Greater Sudbury, with a report expected by October 2024.
- A motion at its March 19 meeting directing staff to prepare a report regarding Vacant Building By-law, Vacant Building Registry, as well as Property Standards By-law review for derelict and heritage designated properties.
- A motion at its March 26 Finance & Administration meeting directing staff to prepare a report regarding staffing levels.
- A motion at its March 26 Finance & Administration meeting directing staff to produce a review of the corporation's Salary Administration Policy for non-union positions.

Status of Key Enterprise Risks

During the fourth quarter of 2023 Council reviewed developments affecting the [key corporate risks](#) in the ERM framework. Like the entire framework, this review will evolve as Council's and the corporation's experience grows. For convenience, the corporation's key risks are presented in **Appendix D**, which includes a current assessment of their likelihood, potential impact and risk level.

Next Steps

A brief presentation will be provided during the open portion of the May 22 Finance & Administration Committee meeting to demonstrate appropriate transparency and accountability, and to facilitate public discussion about the corporation's first quarter performance.

Resources Cited

March 26, 2024: **2024 CAO Performance Objectives** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=52798>






November 28, 2023: **Enterprise Risk Assessment 2023** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=51741>

June 22, 2021: **Enterprise Risk Management Update and Annual Register of Key Enterprise Risks.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=40219>






January 17, 2017: **CAO Performance Evaluation and Performance Planning and Development.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=9553>


Appendix A: Workplace Safety Data

2024 Q1 (January - March) Occupational Incidents

| | | | | |
|---|---|---|---|---|
|  |  |  |  |  |
| Total Reported Incidents* | Approved/Pending Health Care | Approved/Pending Lost Time Injuries | Critical Injuries Reported | Fatality |
| 254 | 40 | 55 | 5 | 1 |

*Total Reported Incidents includes Near Misses, Hazards and First Aid injuries that are not reported to the WSIB as well as Health Care and LTI's that have been denied by the WSIB.

| | | |
|---|---|---|
| |  |  |
| | Health Care | Lost Time |
|  Physical injury related claims | 40 | 28 |
|  Mental Health related claims | 1 | 6 |
|  COVID-19 related claims | 1 | 21 |

| | | |
|---|-----------------------------------|----------------------------------|
|  | Lost Time Injury Frequency | Lost Time Injury Severity |
| 2024 Q1 | 9.92 | 74.51 |
| 2024 Q1 COVID Claims removed | 6.13 | 60.79 |

Critical Injuries Reported

| Location | Cause | Corrective Action |
|------------------------------|--|---|
| Pioneer Manor | Slip, trip and fall resulting in Loss of Consciousness | No hazard identified. Worker trained on proper pacing and body mechanics. |
| Volunteer Fire (3 employees) | Collapsed building | Review of protocols to ensure |

| | | |
|---------------|--|---|
| | | fire fighter protection during large fires. |
| Pioneer Manor | Slip, Trip and Fall resulting in loss of consciousness | Remove straps from laundry bags and assess all areas for slip, trip and fall hazards. |

Fatality

| Location | Cause | Corrective Action |
|----------|------------------------|---|
| Roads | Motor Vehicle Accident | Ongoing internal investigation. No specific hazard identified at this time. |

Ministry of Labour, Immigration, Training and Skills Development visits

| Month | # of MLITSD Visits | Orders Issued | Orders completed by end of quarter | Orders in progress at end of quarter |
|----------|--------------------|---------------|------------------------------------|--------------------------------------|
| January | 5 | 2 | 1 | 1 |
| February | 2 | 0 | N/A | N/A |
| March | 5 | 1 | 0 | 1 |
| | 12 | 3 | 1 | 2 |

Health and Safety Activities

- 1) Transitioning all Hazard Identification and Risk Assessments (HIRA's) and Violence Risk Assessments (VRA's) to a SharePoint site for easier access for the entire organization. Completion of these Risk Assessments continues to be an area of focus.
- 2) Workplace inspection SharePoint site rolled out for use across the organization.
- 3) Development of a Wildfire Risk Assessment Policy in preparation for the potential increased risk of air quality concerns relating to wildfires.
- 4) Review and monitoring of compliance with all health and safety training modules and working with leaders to improve completion rates across the organization.
- 5) Corporate Health and Safety Policies are being systematically reviewed and updated.
- 6) Work on 5 new elements through the Health and Safety Excellence Program at Pioneer Manor has begun. Focus for 2024 is on Hazard Control – Slip, Trip and Fall, First Aid, Incident Investigation, Pre-use Inspections, and Preventative Maintenance
- 7) Corporate-wide updating of Fire and Emergency Response Plans.
- 8) The iCARE project work continues through the planning phase.
- 9) The Terms of Reference Committee comprised of worker, union and employer representatives are working towards updating the three Multi-site Joint Health and Safety Committees Terms of Reference for submission to the MLITSD.

Appendix B: 2024 Key Enterprise Projects – First Quarter Update

| KEY PROJECT | STATUS |
|-------------------------------------|--|
| CAO | |
| Event Centre | <p>Staff worked with BBB Architects to explore, review and examine both the renewal and new build options for the Sudbury Community Arena in response to Council’s direction (CC2023-237).</p> <p>Staff worked with A2S to coordinate the Sudbury Community Arena Structural Condition assessment in response to direction provided September 26, 2023</p> <p>The Executive Leadership Team participated in a workshop to explore how select City and non-city projects might fit within the South District of Downtown Sudbury, allowing for the opportunity to identify potential challenges and explore innovative solutions.</p> |
| Cultural Hub / Municipal Relocation | <p>The RFP CAO23-241 has been awarded.</p> <p>The project is moving into design beginning with schematic design and engagement for the Cultural Hub at Tom Davies Square and the Municipal Service Relocation.</p> |
| Community Engagement Strategy | <p>The first phase of the Community Engagement Strategy is underway, with the Community Action Network (CAN) review. Stakeholder engagement is being completed, with public engagement scheduled to begin in the coming weeks.</p> |
| Customer Service Strategy | <p>During the first quarter, property tax bills were added to the online portal, enhancing access and convenience for residents. Other additions to the Customer Relationship Management system included the addition of Clerks Services inquiries, the LED water filtration program and the Frivolous and Vexatious Complaints policy process. Seven corporate customer service training sessions were held in Q1, with 86 staff trained. The One Stop Services team is collaborating with the Citizen Services Centre team to maintain consistent service delivery across all locations. Staff from multiple Citizen Service Centres are shadowing the One Stop Services team. Our first call resolution rate remained steady at 75 per cent, while our two-business day callback rate increased by two per cent from Q4 to 80 per cent.</p> |
| Government Relations Strategy | <p>2024 advocacy priorities and strategies are in development, in line with provincial and federal budget announcements. In Q1, provincial budget consultation took place, with a presentation by the Mayor to advocate for</p> |

| KEY PROJECT | STATUS |
|---|--|
| | key local priorities, including housing, infrastructure, social services and other. |
| Indigenous Relations | An organizational Indigenous Awareness online training module will be launched to all staff by the end of April. Planning is underway for Indigenous Awareness Month, Orange Shirt Day and the National Day for Truth and Reconciliation. Relationship building and training is ongoing and will continue to be a priority throughout the year. Policies for Indigenous cultural ceremonies at City facilities, including smudging and Sacred Fires, are in development. |
| Growth & Infrastructure | |
| Enterprise Asset Management | <p>In December 2023, Greater Sudbury achieved the critical third milestone of the Provincial Regulation with the approval of the Enterprise Asset Management Plan (EAMP) (2023). The EAMP 2023 builds upon the EAMP 2021 of core infrastructure and now includes asset management plans for all City infrastructure.</p> <p>The next critical milestone outlined in <i>O. Reg. 588/17</i> includes:</p> <ul style="list-style-type: none"> • July 1, 2025, to approve asset management plans for all municipal infrastructure that build upon the previous requirements. This includes identification of proposed levels of service, the activities required to meet proposed levels of service, and a strategy to fund proposed activities. Work towards this milestone is in the preliminary stages and service level options will be brought forward for council input in Q4/2024, Q1/2025. • Work is progressing on the Water / Wastewater asset management plan update including preliminary recommendations for levels of service. Staff will be seeking Council input in Q3/Q4 2024. • The update to the Financial Plan for water and wastewater services has also started. The study will consider the full cost for the provision of water/wastewater services leading to the recommendation of a long-range financial plan. Study to be completed in Q2 2025. • The Roads and Transportation Asset Management Plan Phase II is also underway. Service level options will be brought forward for council input in Q3/Q4 2024. |
| Land Management Information System (LMIS) | Building Services (all permits) and Technical Services (road closure/occupancy, driveway permits) launched in Pronto in the second |

| KEY PROJECT | STATUS |
|---|---|
| | <p>half of 2023. This includes citizen portal access to submit and manage these applications online.</p> <p>Migration of Building permit information from the City's in-house BP.NET records system to Pronto was completed at the end of Q1 2024. Online inspection scheduling was also introduced for Pronto users at the end of Q1 2024.</p> <p>The current focus of the project is the configuration for Planning Services in Pronto, this work is underway and targeting a launch by end of 2024. Additional feature updates for departments using the system are expected to take place during 2024, including document management enhancements and increased automation.</p> |
| Housing Supply Strategy | <p>The draft Housing Supply Strategy was presented to Council in January. The final strategy to be presented to Council in Q2 2024, will incorporate additional comments received through the second round of public consultation as well as any recommendations coming out of the "Strategy to End Homelessness." The strategy will present a series of action items to assist the City in achieving the Provincial Housing Target.</p> |
| Climate Action | <p>CEEP implementation ongoing in initial Phase ONE (2021-2025), including the establishment of 4 sector working groups. An internal Climate Action Resource Team (CART) has also been established to advance key actions, such climate monitoring & reporting, and refinement of climate lens. The CEEP and the CCCAP together represent the City's climate action response. The City's Climate Action Plan was presented to Council in February of, 2024, and progress continues to be made on Climate Action initiatives through the CART. Staff will present results of 2023 Climate Action initiatives in Q4 of 2024.</p> |
| Downtown Master Plan | <p>Consultant has been retained and project is underway with an official launch in May, 2024. A Community Liaison Group to be established and community engagement to begin in Q2 and Q3, 2024. Themes to be explored include: adaptive re-use of buildings, investment and business attraction, tourism, homelessness, infrastructure, transit, parks, complete streets, beautification and municipal service levels. The Downtown Master Plan is expected to be finalized in 2025.</p> |
| Employment Land Strategy Implementation | <p>In September 2023 Council approved the Employment Land Implementation Strategy and directed staff to proceed with detailed design and preparing business cases for the 4 strategic employment</p> |

| KEY PROJECT | STATUS |
|-------------------------------------|---|
| | <p>areas that require water and/or wastewater Infrastructure upgrades. Construction of the infrastructure upgrades to the Lasalle/Elisabella Strategic Employment Area will commence in 2024. Additionally, a project to update the Commercial and Industrial provisions of the Zoning By-law is scheduled to commence in Q3.</p> |
| <p>Complete Streets Guidelines</p> | <p>Staff continue collaboration with other departments and agencies to ensure that the guidelines align with broader city planning goals. A review of the draft guidelines is currently underway and staff anticipate bringing forward the guidelines for Council's consideration in Q1 of 2024.</p> |
| <p>Urban Forest Master Plan</p> | <p>The draft Urban Forest Master Plan is currently being assessed by LIS and Parks Services in terms of service level changes required for its implementation. This assessment will be underway in Q2 and Q3, 2024. Council presentation of the Plan and a recommended approach to its implementation anticipated in Q4, 2024.</p> |
| <p>Community Development</p> | |
| <p>Capital Bed Redevelopment</p> | <p>The general contractor, Sullivan & Sons, mobilized site in early October and began with Phase 1 of the project which involved the construction of two new parking lots as well as new storm water infrastructure throughout the site. This work was completed by December 2023.</p> <p>The main 'ring road' around the campus was re-routed to a newly constructed entrance to the east of the existing entrance which was subsequently blocked off. As a result of the construction of the new parking lots as well as the new ring road entrance, the staff parking was moved to the new parking areas allowing for the commencement of construction for the new wing.</p> <p>The new year has been busy onsite with the commencement of the excavation and installation of micro piles for the new wing. Drilling of the micro piles began in January 2026 followed by the installation of pile caps and grade beams, which are currently ongoing.</p> <p>The next several months will comprise of continuing the construction of the new wing from the base up including foundation completion, the installation of underground mechanical and electrical services, and the commencement of the installation of the structural steel, the structural skeleton of the building.</p> |

| KEY PROJECT | STATUS |
|---|---|
| | <p>Interior renovations of the existing building are expected to commence next month (May 2024) beginning with work in the hallway of the existing hair salon and staff lounge and moving into the vending area, bistro, and dietary offices. Renovations to the existing food services and kitchen area are scheduled to begin in August 2024.</p> <p>Substantial completion of the project is expected in mid-2026.</p> |
| Encampment Response | Discussions are occurring with the Encampment Leadership team to determine an approach for summer 2024 as shelters remain close to capacity. |
| Housing Stability and Homelessness | Staff will be bringing forward the council directed homelessness plan in May 2024. |
| Aquatic Services and Facility Review | The Aquatic Services and Facility Review Phase One Report was presented to City Council on December 5, 2024. Phase two of the Aquatic Service and Facility Review will consist of a detailed facility needs assessment that considers geographical distribution and future service delivery, an implementation strategy, and additional consultation with residents and stakeholders. The Aquatic Service and Facility Review final report will be presented to City Council in September 2024. |
| Affordable Housing - Sparks and Lorraine Street | All modules for both Sparks and Lorraine Street have been delivered to Sudbury. Sparks Street modules are craned onsite and the interior and exterior finishing work is taking place. Lorraine Street is being craned onsite the week of April 8 th . Once completed the interior and exterior finishing work will take place. Occupancy dates for both will be Q4 of 2024. |
| Social Housing Revitalization | Net proceeds generated from the sale of vacant single-family houses are transferred to the Social Housing Capital Reserve Fund to be used to revitalize the housing portfolio. To the end of 2023, net proceeds totaling \$14.4 Million have been transferred and used to fund the municipal share of Lorraine and Sparks Street complexes. A plan is being undertaken to identify and prioritize other housing sites for redevelopment. |
| Battery Electric Bus Feasibility Study and Fleet Transit Plan | The City of Greater Sudbury is completing a feasibility study of battery electric buses and a related transition plan. This project's scope anticipates the completion of Route Modelling and Schedule Optimization, Facility Assessment, and a Full Fleet Electrification Plan for Transit Services. Staff are working with the contractor to finalize a |

| KEY PROJECT | STATUS |
|---|--|
| | Transit Fleet Zero Emission Transition Plan, which will inform report to Council in 2024. |
| Community Safety | |
| Community Safety Station Revitalization Project | As part of the 2024 Budget, Council approved Phase I of the Community Safety Station Revitalization project. This includes the reconstruction of two new stations (Station 2 Minnow Lake and Station 20 Garson) and the extensive renovation of three stations (Station 1 Van Horne, Station 4 Long Lake, and Station 16 Val Therese). The Request for Proposal for the Architectural Services is nearing completion and will be issued by the end of Q2. The recruitment for a Project Manager has begun. |
| Corporate Services | |
| iCARE Project | Project teams are in the planning and current state analysis phase of the project, and are working on developing the standard and the change management, and communication activities that will be required. An employee survey will be delivered and be available to all staff using an online platform by the end of Q2 2024. The project is on target. |
| HR Process Enhancement Project (PEP) | Survey of key stakeholder groups completed. Analysis of results and action planning in progress. |
| Long Range Financial Plan for Water/Wastewater | Consultant (BMA) has been retained and field work is underway. Draft report is on target for completion in Q4 2024 with final report and presentation to Council expected in Q1 2025. |
| Development Charges Background Study | The Development Charges Background Study has been presented to Finance and Administration Committee on April 23 rd . A public input session will be held May 14 th with committee approval of the rates on May 22 nd and By-law to be passed on June 18 th . |
| Service Based Budgeting | The Project Charter is complete. Discovery work is in progress including an assessment of budgeting data sources, and their readiness for service-based reporting. The project plan will be ready in Q2. Service profile workshops have commenced and will be completed for all 48 lines of service. These workshops will accumulate sub-service and activity detail to which activity-based costing algorithms will be applied for presentation in the 2026 budget. |
| Digital Strategy | The Project Charter is complete. A Request for Proposal is prepared for release in April to contract an experienced consulting firm for approximately six months to deliver a strategy to progressively improve digital access to City services and add efficiency over the next 5 years. |

Appendix C: 2024 First Quarter Corporate Performance Scorecard

| | Q1 2021 | Q1 2022 | Q1 2023 | Q1 2024 |
|--|------------|------------|-------------|--------------------|
| Financial Indicators | | | | |
| Credit Rating | AA, Stable | AA, Stable | AA+, Stable | AA+, Stable |
| Value of Competitive Bid Process | \$391,077 | \$122,468 | \$356,870 | \$1,248,504 |
| % of Capital Funds Committed or Spent | 55% | 55% | 65% | 62% |
| Value of Outstanding Property Taxes | 3.2% | 3.1% | 3.0% | 3.4% |
| Debt: Reserve Ratio | 1.68 | 1.89 | 1.77 | 1.53 |
| Debt: Revenue Ratio | 0.4 | 0.37 | 0.47 | 0.46 |
| Customer Service | | | | |
| Transit Action Plan- Sunday Ridership | 42,758 | 59,196 | 91,482 | 140,495 |
| Transit Action Plan - Ridership | 485,635 | 643,623 | 1,046,959 | 1,593,983 |
| Transit Action Plan - On-time Performance | 96% | 93% | 87% | 87% |
| First Call Resolution Rate | 75% | 73% | 76% | 75% |
| Citizen Satisfaction | N/A | N/A | N/A | N/A |
| % of Services Available Online | 79% | 119% | 145% | 160% |
| % of Callbacks within Expected Response Time | 91% | 77% | 85% | 80% |
| # of Public Meetings/Input Opportunities | 7 | 5 | 4 | 8 |
| Tax payers registered for PAP | 50% | 50% | 50% | 50.84% |
| Development Applications Processed within legislative benchmarks | 70% | 81% | 62% | 89% |
| % of New Development in Settlement Area | | | | |
| Residential Units | 88% | 77% | 87% | 88% |

| | Q1 2021 | Q1 2022 | Q1 2023 | Q1 2024 |
|--|--------------|--------------|--------------|---------------------|
| Non-residential development | 5% | 70% | 100% | 97.2% |
| Serviced Employment Land Available (hectares) | 172.4 | 172.4 | 172.4 | 172.4 |
| New Non-residential Development (sq ft) | 44,873 | 85,853 | 1214 | 42,865 |
| Diversion of Organic Materials | 1,461,460 kg | 1,329,478 kg | 1,438,170 kg | 1,566,425 kg |
| % of social housing wait list placed annually | 9.5% | 14.8% | 11% | 8.4% |
| Number of social housing units per 1000 households | 55.88 | 53.79 | 54 | 54.29 |
| Social housing admin operating costs per unit | \$89.90 | \$98.11 | \$91.01 | \$96.42 |
| Percentage of caseload with employment earnings | 7.29% | 6.84% | 7.24% | 7.24% |
| Average monthly employment earning per case | \$1082 | \$831 | \$841 | \$798 |
| Utilization rate for directly provided registered programs | N/A | 57.56% | 77% | 76.7% |
| Average Fire Response Time | | | | |
| Career | 7:44 | 7:58 | 8:36 | 8:14 |
| Volunteer | 15:45 | 18:08 | 15:53 | 15:35 |
| Paramedic Response Times | | | | |
| CTAS1 - Standard <8 min. 80% of the time | 84% | 72% | 76% | 73% |
| CTAS2- Standard <10 min. 85% of the time | 85% | 81% | 82% | 84% |
| CTAS3- Standard <15 min. 85% of the time | 97% | 96% | 95% | 95% |
| CTAS4- Standard <15min. 85% of the time | 96% | 94% | 95% | 94% |
| CTAS5- Standard <15 min. 85% of the time | 98% | 97% | 96% | 90% |

| | Q1 2021 | Q1 2022 | Q1 2023 | Q1 2024 |
|---|---------|---------|---------|---------------|
| Employee Perspective | | | | |
| Employee Turnover | 1.34% | 1.71% | 2% | 1.62 |
| Lost Time Due to Injury (LTIF) | 3.31 | 23.55 | 7.8 | 9.92 |
| Lost Time Due to Injury (LTIF) – Non COVID | N/A | N/A | N/A | 6.13 |
| Lost Time Injury Severity (LTIS) | 51.85 | 148.23 | 57 | 74.51 |
| Lost Time Injury Severity (LTIS) – Non COVID | N/A | N/A | N/A | 60.79 |
| Lost Time Due to Injury (LTIF) - previous 12 months | 3.32 | 8.18 | 8 | 8.08 |
| Lost Time Due to Injury (LTIF) - previous 12 months – Non COVID | N/A | N/A | N/A | 3.69 |
| Lost Time Injury Severity (LTIS) - previous 12 months | 100.36 | 95.26 | 170.9 | 114.63 |
| Lost Time Injury Severity (LTIS) - previous 12 months – Non COVID | N/A | N/A | N/A | 24.06 |
| Internal Business Processes | | | | |
| Average Days to Hire – Union | 27 | 27 | 27 | 24 |
| Average Days to Hire – Non-Union | 23 | 34 | 38 | 25 |
| Training expenditures as a % of wages and benefits | N/A | 0.36 | 0.31 | 0.47 |
| Asset Management Plan Availability | 36% | 58% | 58% | 100% |
| EFT Payment Rate | 82.5% | 83.56% | 86.93% | 86.93% |
| Number of bids per bid call | 4.3 | 4.3 | 3.5 | 5.1 |

| | Q1 2021 | Q1 2022 | Q1 2023 | Q1 2024 |
|---|---------|---------|---------|--------------|
| % of Key Policies & Plans updated in the last 7 years | N/A | N/A | N/A | 69.4% |
| IT Devices per employee | 1.15 | 1.28 | 1.31 | 1.27 |
| # of Awards & Recognition received | 1 | 3 | 0 | 0 |

*Adjustments may occur to reflect changes from estimates to actuals

Appendix D: Corporate Risk Register

| Key Enterprise Risk | Likelihood | Consequence | Risk Level | Risk Owner | After Mitigating Strategies, is there Residual Risk? |
|--|----------------|-------------|-------------|---|--|
| 1. Misalignment may exist between financial resource allocations and Council's priorities | Almost Certain | Moderate | Significant | CAO | YES, within risk tolerance parameters |
| 2. Asset renewal investments may be insufficient to maintain acceptable condition and service levels | Almost Certain | Major | Critical | GM of Corporate Services | YES, work initiated but additional investment required |
| 3. The corporation, or the city as a whole, is insufficiently resilient to respond to environmental or economic shocks | Possible | Severe | Significant | CAO/ Director of Economic Development | YES, within risk tolerance parameters |
| 4. Global connections and business attraction/development efforts may be insufficient for ensuring Greater Sudbury's economic competitiveness | Possible | Major | Significant | CAO/ Director of Economic Development | YES, within risk tolerance parameters |
| 5. Communications and engagement efforts may be insufficient for building resident trust and confidence | Likely | Moderate | Significant | CAO/ Director of Communications and Community Engagement | YES, within risk tolerance parameters |
| 6. Existing human capital management policies and practices may be insufficient for attracting, managing, developing and retaining top talent to support existing and future operations | Possible | Moderate | Significant | GM of Corporate Services | YES, within risk tolerance parameters |
| 7. The corporation may be unprepared for the effects of climate change | Likely | Severe | Significant | GM, Growth and Infrastructure | YES, work initiated but additional investment required |
| 8. Corporate service delivery may be insufficiently supported by appropriate technology, datasets, training or equipment | Possible | Major | Significant | GM of Corporate Services | YES, work initiated but additional investment required |
| 9. Information entrusted to the corporation may be inadequately protected from unauthorized access. | Possible | Major | Significant | GM of Corporate Services | YES, within risk tolerance parameters |

2025 Budget Overview and Schedule

| | |
|-----------------|--|
| Presented To: | Finance and Administration Committee |
| Meeting Date: | May 22, 2024 |
| Type: | Managers' Reports |
| Prepared by: | Kelsi Bernier Financial Support & Budgeting |
| Recommended by: | General Manager of Corporate Services |

Report Summary

This report provides recommendations regarding the multi-year budget policy and an overview of the process for reconfirming and/or amending the 2025 Budget. It also provides a budget update schedule and the reporting changes Committee can expect to see in a budget update year.

Resolutions

Resolution 1:

THAT Staff be directed to schedule budget deliberations for the Finance and Administration Committee during the daytime commencing at 9:30 am on December 2nd (and December 3rd and 4th, if required).

Resolution 2:

THAT Staff present any service enhancements, changes in services, or new service proposals as Business Cases for consideration by the Finance and Administration Committee, subject to the following conditions;

- a. All businesses cases must be approved by resolution of the Finance and Administration Committee to be incorporated into the 2025 Annual Budget Update Report; and
- b. Any business case with a value of \$100,000 or less be incorporated into the base budget where the Executive Leadership Team supports the change, with a summary of such changes disclosed to the Finance and Administration Committee in the 2025 Annual Budget Update Report.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report is informed by the Strategic Objectives outlined in the 2019-2027 City of Greater Sudbury Strategic Plan. This report refers to operational matters and has no direct connection to the Community Energy & Emissions Plan.

Financial Implications

There are no direct financial implications associated with this report. Council approved a 2025 net tax levy

increase of 7.3% during the 2024-2025 multi-year budget deliberations. The 2025 Budget is subject to readoption by City Council.

Background

In 2023, Council approved a two-year operating budget and a four-year capital budget. This resulted in a net tax levy increase of 5.9% and 7.3%, respectively, for 2024 and 2025. In accordance with the Municipal Act, 2001, Council must readopt the budget for 2025. A summary of changes by service category for 2025 is detailed in the table below.

Table 1: Summary of Changes by Service Category

| | 2025 | |
|---|-------------|-------------------|
| | Percentage | Dollar Value |
| Provincially Mandated Programs | 0.6% | 2,161,449 |
| Contribution to Capital Increase due to Inflation | 1.0% | 3,495,551 |
| Accelerated Infrastructure Renewal Levy | 1.6% | 5,518,214 |
| Municipal Services (Net of Assessment Growth) | 2.4% | 8,770,369 |
| Municipal Services Cost Changes | 5.6% | 19,945,583 |
| Service Partners | 0.3% | 953,030 |
| Greater Sudbury Police Services | 1.4% | 4,911,388 |
| Council Directed Property Tax Increase | 7.3% | 25,810,001 |

Multi-Year Budget

The process for preparing and adopting a multi-year budget and the requirements for a municipality's budget are prescribed in the Municipal Act, 2001. Establishing an annual review process is mandatory and is addressed through the new Multi-Year Budget Policy in Appendix 1. In addition to the matters required to be addressed by the Municipal Act, 2001, the scope of annual budget changes may include, but are not limited to, the following:

1. New or Changed Regulation
2. New or Changed Council Direction
3. Cost or Revenue Driver

2025 Budget Schedule

The 2025 budget meeting schedule has been attached for the Committee's review in Appendix 2.

Changes in Annual Reporting

The following table compares past reporting practices to a new structure that reflects a **readoption year** in a multi-year budget.

Table 2: Summary of Changes in Reporting

| Timeline | Previous Report/Document | Replacement |
|----------|--|--|
| Q2 | Budget Direction Report | Budget Overview and Schedule Report |
| Q3 | Business Case Report | Business Case Report |
| Q3 | Budget Update Report | Budget Status Update Report (new name) |
| Q4 | i. Budget Document ii. Finalization of the 2025 Budget Report | 2025 Annual Budget Update Report* |

***2025 Annual Budget Update Report**

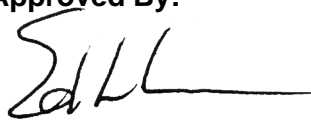
This report and presentation will describe any changes to the 2025 approved budget based on the three categories described in the Multi-Year Budget Policy. It will also include all final business cases for the committee's consideration and deliberation.

Summary

Staff anticipate providing an update on the status of the 2025 Budget in September, with the 2025 Annual Budget Update Report presented in November. Meetings in December will be scheduled to reconfirm the 2025 Budget and deliberate business cases.

Resources Cited

1. Municipal Act, 2001

| | |
|---|---|
| FINANCE POLICIES AND PROCEDURES | Creation Date: January 24, 2023 |
| MULTI-YEAR BUDGET POLICY | Revision Date: Not applicable |
| Approved By:  Chief Administrative Officer Date: April 12, 2024 | |

1.0 PURPOSE

The Multi-Year Budget Policy defines the approach used for multi-year budget planning and Council approvals.

2.0 SCOPE

The scope of multi-year budgeting, including both operating and capital, extends to all City of Greater Sudbury departments and service partners and applies to both the property tax supported as well as water and wastewater rate supported budgets.

3.0 AUTHORITY

Municipal Act, 2001, Section 291(1) authorizes a municipality to prepare and adopt a budget covering a period of two to five years in the first year to which the budget applies or in the year immediately preceding the first year to which the budget applies. The process for preparing and adopting a multi-year budget and the requirements for a municipality’s budget are prescribed in the Municipal Act, 2001.

If a municipality chooses to adopt a multi-year budget, establishing an annual review process is mandatory as outlined in section 291(4) of the Municipal Act, 2001. The annual review process requires Council to readopt the budget for that year and subsequent years that the budget applies to ensure the municipality has sufficient funds to pay all debts, amounts required for sinking funds or retirement funds, and amounts required for boards, commissions, or other bodies. Also, pursuant to section 291(6) of the Municipal Act, 2001 the passing of a multi-year budget does not limit the power of a municipality to amend or revoke a budget adopted under section 290 nor does it remove the obligation of a municipality to levy taxes/rates in each year.

4.0 DEFINITIONS

Budget: A multi-year financial plan that details the required net expenditures for the provision of various forms of municipal programs and services, both operating and capital in nature, which then derives annual taxation and user fee requirements.

| | |
|---------------------------------|---|
| Capital Budget: | The Council approved plan for expenditures and revenues to acquire, construct or rehabilitate infrastructure and assets. Some of the expenses could include: A new arena, widening roads or a roof replacement on an existing community centre. |
| City of Greater Sudbury: | The Corporation of the City of Greater Sudbury. |
| Municipal Act, 2001: | Refers to legislation that governs municipalities in Ontario. |
| Operating Budget: | The Council approved plan to deliver service levels in line with longer term strategic priorities including expenditures, revenues, and staffing levels. Some of the expenditures include personnel, utilities, and reserve fund contributions. |
| Service Partner: | Includes Greater Sudbury Police Service (GSPS), Conservation Sudbury, Public Health Sudbury & Districts (PHSD), and Greater Sudbury Public Library Board (GSPL). |

5.0 THE POLICY

Council will be presented a budget aligned with the Strategic Plan (organizational goals and strategies) that includes an operating and capital budget for each service and sub-service with a forecast spanning multiple years. In each subsequent year following approval of a multi-year budget, Council will review and approve an annual budget update to validate or amend the budget as approved in the first year.

The operating and capital budget policies provide direction for fiscal control and accountability. Each change in the level of investment meant for Council consideration will be supported with a comprehensive business case submitted annually.

6.0 PROCEDURE

6.1 ANNUAL BUDGET UPDATE PROCESS

In the first year of a budget cycle, Council will approve a multi-year budget. Commencing in the second year and in each subsequent year of the multi-year budget, Council is required by the Municipal Act, 2001 to review and readopt the budget for that year.

As part of the review process, Council is required to make changes that are required for the purpose of making the budget compliant with the provisions of the Act which include ensuring that the municipality has sufficient funds to pay all debts, amounts required for sinking funds or retirement funds and amounts required for service partners, commissions, or other bodies. As such, Council will have the opportunity to make other amendments to the budget annually. In addition to the matters required to be addressed by the Municipal Act, 2001, the scope of annual budget changes may include, but are not limited to, the following:

1. **NEW OR CHANGED REGULATION:** A new or changed legislation or regulation with a financial impact to the municipality.

2. **NEW OR CHANGED COUNCIL DIRECTION:** A new Council direction that after the approval of the multi-year budget.
3. **COST OR REVENUE DRIVER:** A corporate, service area, or project budget adjustment due to changes in economic or political conditions.

Changes to future years' budgets should only be brought forward and approved once per year, during the annual update period, to ensure that all requests are considered together. Any adjustments required throughout the year are subject to the Operating Budget Policy and/or Capital Budget Policy.

7.0 REFERENCED DOCUMENTATION

[Municipal Act, 2001](#)

[Capital Budget Policy](#)

[Operating Budget Policy](#)

[Budget Preparation Policy](#)

Appendix 2 2025 Budget Meeting Schedule

| | |
|---|-----------------------------|
| 2025 Budget Overview and Schedule | Wednesday, May 22, 2024 |
| Performance and Benchmark Review | Tuesday, June 18, 2024 |
| 2025 Budget Status Update | Tuesday, September 10, 2024 |
| 2025 Annual Budget Update 2025 Operating and 2025-2027 Capital Budget Presentation (CAO & CFO) Presentation from Outside Boards (tentative) | Tuesday, November 19, 2024 |
| Budget Deliberation Meetings Review and Reconfirm Operating and Capital Budgets and Water/Wastewater Rates | December 3-5, 2024 |
| City Council Approval of 2025 Operating and 2025-2027 Capital Budget | Thursday, December 5, 2024 |
| Approval of 2025 Property Tax Policy | May, 2025 |

Absenteeism Report 2019 to 2023

| | |
|-----------------|--|
| Presented To: | Finance and Administration Committee |
| Meeting Date: | May 22, 2024 |
| Type: | Managers' Reports |
| Prepared by: | Joanne Kelly Human Resources and Organizational Development |
| Recommended by: | General Manager of Corporate Services |

Report Summary

This report provides information regarding employee absenteeism for calendar years 2019 to 2023 inclusive to allow the Auditor General's Office to complete the audit of attendance management processes that responds to the interests of members of the Audit Committee.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to operational matters and has no connection to the Community Energy & Emissions Plan (CEEP).

Financial Implications

There are no financial implications associated with this report.

Executive Summary

Over the past 5 years, the median level of core absenteeism, which occurs when employees are away due to sick leave or short term disability leaves, has averaged 4.9 available work days per year. That is, half of all employees have absences of greater than 4.9 working days and half have annual absences of below 4.9 working days.

The corporation's five year average core absenteeism rate is 7.8%. Since this is higher than the median, this indicates there are some employees absent for much longer compared to the corporation as a whole.

This report also contains a measure of total absence. Total absence includes core absenteeism plus other leaves such as long term disability leaves, absences for occupational illnesses or injuries (WSIB), or approved leaves of absence, among other examples. The corporation's five-year median level of total absence was 5.7 days per year, on average. The corporation's total absence rate averaged 14% of available work days over the same period.

Generally, absenteeism is higher among 24/7 municipal services like Transit, Long Term Care and

Emergency Services. For CGS, paid short term absences in Fire and Paramedic Services are lower than available municipal comparators, but higher in Long Term Care and Transit Services (see Appendix 1).

Several factors influence this comparison, including:

- Benefits policy and benefit plan design (i.e., municipalities with greater amounts of allowable paid sick hours will report more of their absenteeism than municipalities with less allowable paid sick time);
- Unionization rates influence absenteeism because, in a highly unionized environment, negotiated leave policies provide a “safety net” that tend to be utilized at greater rates than non-union staff;
- Shift work and job demands influence absenteeism especially in services that operate around the clock or for longer hours, like in Transit, Long Term Care, Water and Wastewater and Emergency Services, where the potential is higher that physical and mental fatigue could lead to more frequent absences;
- Organization culture influences absenteeism because employee perceptions of engagement or managers’ attention to the corporation’s attendance policies can increase, or reduce, absenteeism rates.

Attendance management programs, designed to proactively manage attendance and address instances of absenteeism using a structured process that encourages attendance, exist in many of the corporation’s 24/7 service areas. Work is underway to translate these programs into a set of enterprise-wide standards.

Background

Motion AC2023-12, approved at the December 12, 2023 Audit Committee meeting, directed staff to undertake the analysis in this report as follows:

Resolution Number AC2023-12
Title: Audit Plans for 2024 and 2025
Date: Tuesday, December 12, 2023

Moved By Councillor McIntosh
Seconded By Councillor Signoretti

WHEREAS the Auditor General's audit plan for 2024 includes an audit of attendance management processes that responds to the interests of members of the Audit Committee,

THEREFORE, be it resolved that the Human Resources and Organizational Development Division prepare a report for Council on absenteeism by Department and Division for calendar years 2020 to 2023 inclusive by the end of Q2 2024 to allow the Auditor General's Office to complete the above audit by the end of 2024.

Attendance management within an organization reflects several elements including the corporation’s policy on managing employee attendance, benefits programs provided by the corporation for employees that typically includes a specified amount of “allowable” time away from work for various reasons, unionization rates of employees, the prevalence of shift work, employee health and wellness, the nature of the services provided, and organization culture.

The value of analyzing trends and comparing absenteeism rates between organizations is the insight that could be obtained about potential policy or benefit plan changes, potential changes in how work is designed and management choices about how to manage employee attendance. The work of changing any of these aspects can be complex and, potentially, may include collective bargaining negotiations.

The corporation has formal policies regarding attendance management. For Fire Services, Pioneer Manor and Transit Services, there are structured processes that have been in place since 2014 designed to

manage employee attendance so that absenteeism is minimized. Work to standardize these processes across the corporation is underway.

Analysis

There are generally two categories of absenteeism – “core absenteeism” and “total absences”. Both are important, as explained below.

1) Core Absenteeism – for use in Attendance Management Programs

Core absenteeism is comprised of incidental and short term absences from work. The corporation measures core absenteeism by tracking those absences paid on a short term sick leave plan, annual incidental sick leave days (called Weekly Indemnity Days) or days covered by a short term disability plan. Most full-time employees receive six weekly indemnity days each calendar year and have access to a short term disability plan at 75% income replacement for absences greater than three days.

This means the corporation anticipates a typical employee will be absent for six days per year due to short term absences. Where absences last longer than three consecutive days (except during the pandemic), a benefit provided by the corporation provides 75% income replacement for up to six months.

The following charts provide core absenteeism data that would typically be used for the purpose of reviewing attendance management processes for active regular and temporary full-time employees. Part-time employees and employees governed by outside boards are excluded.

Consistent with best practices and in line with municipal benchmarking data the types of absences include:

- COVID Leaves
- Pioneer Manor Infectious Disease Outbreak
- Short Term Disability/Sick Leave
- Sick Leave – Weekly Indemnity Days or Paid Sick Leave

Table 1: Enterprise-Wide Core Absenteeism 2019-2023

| Core Absenteeism 2019 to 2023 Permanent & Temporary Full-Time | | | | | |
|---|------|------|------|------|------|
| 5-Year Average | 2019 | 2020 | 2021 | 2022 | 2023 |
| 7.8% | 7.7% | 7.5% | 7.5% | 8.6% | 7.7% |

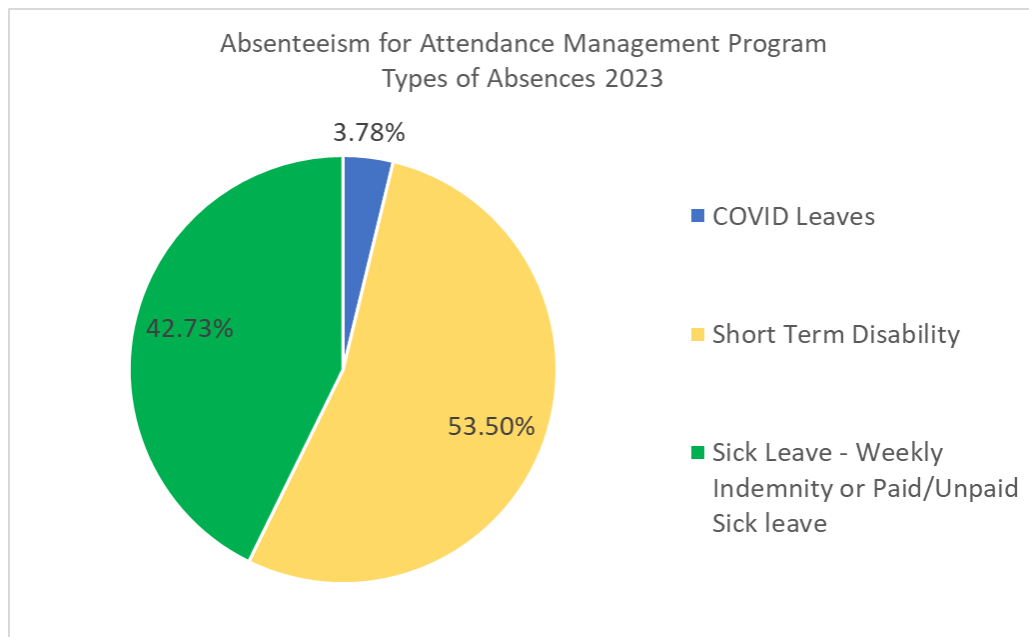
Table 2: Department Core Absenteeism 2019-2023

| Core Absenteeism 2019 to 2023 Permanent & Temporary Full-Time | | | | | | |
|---|----------------|------------------------------|--------------------|------------------|-----------------------|-------------|
| Department | 5-Year Average | | | | | Median |
| | Employee Count | Total Available Working Days | Total Days Absence | Absenteeism Rate | Avg Days per Employee | |
| Total | 1756 | 389,896 | 30,356.16 | 7.8% | 17 | 4.88 |
| Chief Administrative Office | 72 | 15,886 | 718.43 | 4.6% | 10 | 3.09 |
| Community Development | 639 | 14,1270 | 14,322.36 | 10.1% | 22 | 4.45 |
| Corporate Services | 287 | 63,217 | 3,840.83 | 6.1% | 13 | 4.72 |
| Community Safety | 295 | 67,210 | 4,611.72 | 6.9% | 16 | 1.96 |
| Growth & Infrastructure | 463 | 102,314 | 6,862.83 | 6.7% | 15 | 6.06 |

Absenteeism is calculated by dividing the number of days absent by the total number of days to be worked in each period.

Of those absences included in core absenteeism the following chart represents a breakdown by type of absence for 2023:

Chart 1: Core Absenteeism 2023 – By Type



For a breakdown of absenteeism by division and over the past five years, please see attached Appendix 1.

During the pandemic, the corporation introduced several policy changes to protect employee health and safety and reflect guidance provided by both Public Health Sudbury and Districts and the Ministries of Health and Long Term Care. These policies produced higher absenteeism rates. For example, in 2022, and in alignment with provincial infectious disease emergency leave provisions, the corporation provided a total of six additional paid sick days (instead of the standard three days) to provide income protection and reduce the

risk that employees attend work while still sick, increasing workplace risks for other employees. While Greater Sudbury’s approach was not unique, there was no standard approach across the municipal sector. Some municipalities provided less paid leave for infectious disease emergency leave or offered only unpaid days, so comparisons with other jurisdictions should be made with that difference in mind.

2) Total Absences

“Total absences” are all absences from work as described in Table 3, below. To obtain an overall absenteeism rate, the total number of absences listed below are divided by the number of hours available to work (less statutory holidays and vacation). Certain absences not related to sick leave are excluded (see below).

Table 3: What is Included/Excluded in “Total Absences”

| Type of Absences Included | Type of Absences Excluded |
|---|---|
| <ul style="list-style-type: none"> • Sick Leave – Weekly Indemnity days or paid sick leave • WSIB • Short Term Disability/Sick Leave • Long Term Disability/Sick Leave • Unapproved Absence • Approved Unpaid Absence • Employment Standards Act (ESA) Leaves related to sickness (Unpaid Sick, Emergency Leave, Family Medical/Care Leave, Unpaid Family Responsibility, Infectious Disease Leave • COVID Leaves • Pioneer Manor Infection Disease Outbreak • Declared Emergency Leave | <ul style="list-style-type: none"> • Banked Overtime Taken • Bereavement Leave • Jury Duty • Pregnancy/Parental Leave • Statutory Holidays • Suspension • Union Leaves • Vacation |

Table 4: Total Absences 2019 to 2023 – Five year Average

| Total Absences 2019 to 2023 Permanent & Temporary Full-Time | | | | | |
|---|-------|-------|-------|-------|-------|
| 5-Year Average | 2019 | 2020 | 2021 | 2022 | 2023 |
| 14.0% | 12.4% | 14.2% | 13.9% | 15.2% | 14.3% |

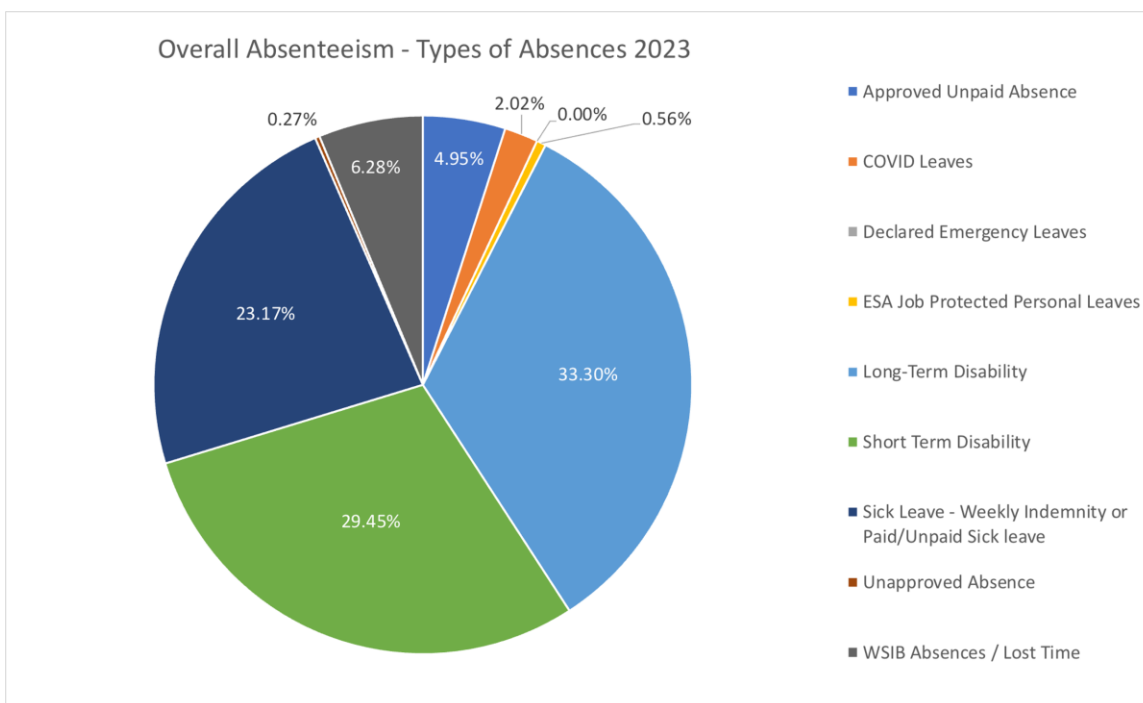
Table 5: Total Absences 2019 to 2023 by Department

| Total Absences Five Year Average Permanent & Temporary Full-Time | | | | | | |
|--|----------------|------------------------------|--------------------|------------------|-----------------------|-------------|
| Department | 5-Year Average | | | | | Median |
| | Employee Count | Total Available Working Days | Total Days Absence | Absenteeism Rate | Avg Days per Employee | |
| Total | 1756 | 389,896 | 54,674.27 | 14.0% | 31 | 5.66 |
| Chief Administrative Office | 72 | 15,886 | 1,347.78 | 8.5% | 19 | 3.90 |
| Community Development | 648 | 143,353 | 26,252.08 | 18.4% | 41 | 5.86 |
| Corporate Services | 287 | 63,217 | 6,194.54 | 9.8% | 22 | 5.35 |
| Community Safety | 295 | 67,210 | 9,012.40 | 13.4% | 30 | 3.29 |
| Growth & Infrastructure | 463 | 102,314 | 11,946.93 | 11.7% | 26 | 6.66 |

Summary of the types of overall absences (by percentage)

Absences due to WSIB, short term disability and long term disability make up the majority of the absences (23%, 29% and 33% respectively) and are the key drivers for the average number of days per employee. Employees approved for long term disability have been absent on short term disability for six months before being approved for long term disability. WSIB related absences are subject to early and safe return to work programming and those on long term disability receive specialized rehabilitation and return to work supports.

Chart 2 – Types of Total Absences



Short Term Disability Absences

Chart 3: Short Term Disability Claims

The following chart provides the total number of employees who were absent on short term disability (more days than the 3 day waiting period). When an employee is sick greater than three days or is hospitalized, they can submit a claim for short term disability benefits (along with relevant information from their physician). The benefits carrier (Canada Life) evaluates these claims with information from the rehabilitation and claims section of the Human Resources and Organizational Development (HROD) division. Not all claims are accepted. There is an appeal mechanism should a claim be received and not accepted. For claims that are accepted, the initial information submitted determines next steps for follow up with the absent employee based on prognosis and course of treatment and information supplied by HROD.

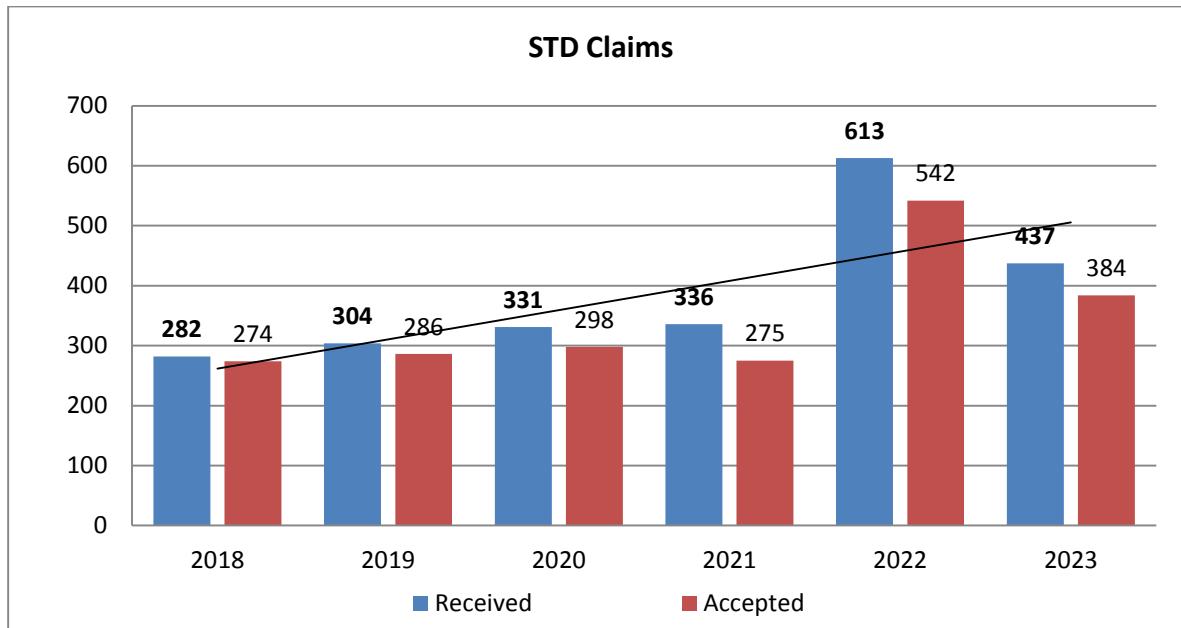


Table 6: Short Term Disability Claims by Type

The following table provides a summary of the reasons employees are absent on short term disability. On average employees on short term disability are absent from work for 64 days (over the four year period). Although respiratory system claims have reduced significantly since 2022, in 2023, there were 77 employees off work an average of 14 days for respiratory issues (67% were for COVID). Mental health continues to be the main cause for absences on short term disability.

| Diagnosis | 2023 | | | 2022 | | 2021 | | 2020 | |
|--------------------------------------|---------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|
| | Total Closed Claims | Total Days Duration | Average Days Duration | Total Closed Claims | Average Days Duration | Total Closed Claims | Average Days Duration | Total Closed Claims | Average Days Duration |
| Mental Health Conditions | 122 | 11672 | 96 | 118 | 111 | 99 | 99 | 96 | 118 |
| Respiratory System | 77 | 1077 | 14 | 271 | 13 | 12 | 33 | 63 | 17 |
| Musculoskeletal & Connective Tissue | 48 | 4150 | 86 | 45 | 75 | 47 | 83 | 28 | 89 |
| Accidents & Injury | 41 | 3151 | 77 | 36 | 60 | 34 | 58 | 40 | 54 |
| Digestive System | 23 | 1161 | 50 | 22 | 69 | 26 | 65 | 17 | 39 |
| Symptoms & Ill-defined Conditions | 29 | 1554 | 54 | 20 | 50 | 11 | 49 | 12 | 37 |
| Nervous System & Sensory Organs | 14 | 943 | 67 | 15 | 29 | 16 | 37 | 12 | 76 |
| Circulatory System | 14 | 1383 | 99 | 14 | 81 | 12 | 89 | 15 | 70 |
| Genitourinary System | 18 | 618 | 34 | 10 | 47 | 10 | 48 | 12 | 50 |
| Pregnancy & Childbirth Complications | 5 | 343 | 69 | 8 | 40 | 4 | 8 | 4 | 41 |
| Cancer & Neoplasms | 8 | 866 | 108 | 7 | 115 | 3 | 86 | 8 | 95 |
| Skin Conditions | 9 | 316 | 35 | 6 | 60 | 8 | 55 | 5 | 49 |
| Endocrine & Immunity Disorders | 7 | 624 | 89 | 4 | 142 | 0 | 0 | 2 | 25 |
| Infectious & Parasitic Diseases | 12 | 316 | 26 | 4 | 8 | 6 | 25 | 3 | 11 |
| Other* | 0 | 0 | 0 | 0 | 0 | 2 | 27 | 1 | 4 |
| Total | 427 | 28174 | 66 | 580 | 49 | 290 | 74 | 318 | 68 |

Duration and Return to Work

CGS has shorter durations of short term disability absences than other Canada Life customers. The average duration for STD absences is 66 days for 2023 and trending back to pre-pandemic durations. This average duration remains below the Canada Life comparison group for 26 week STD plans which is 90 days.

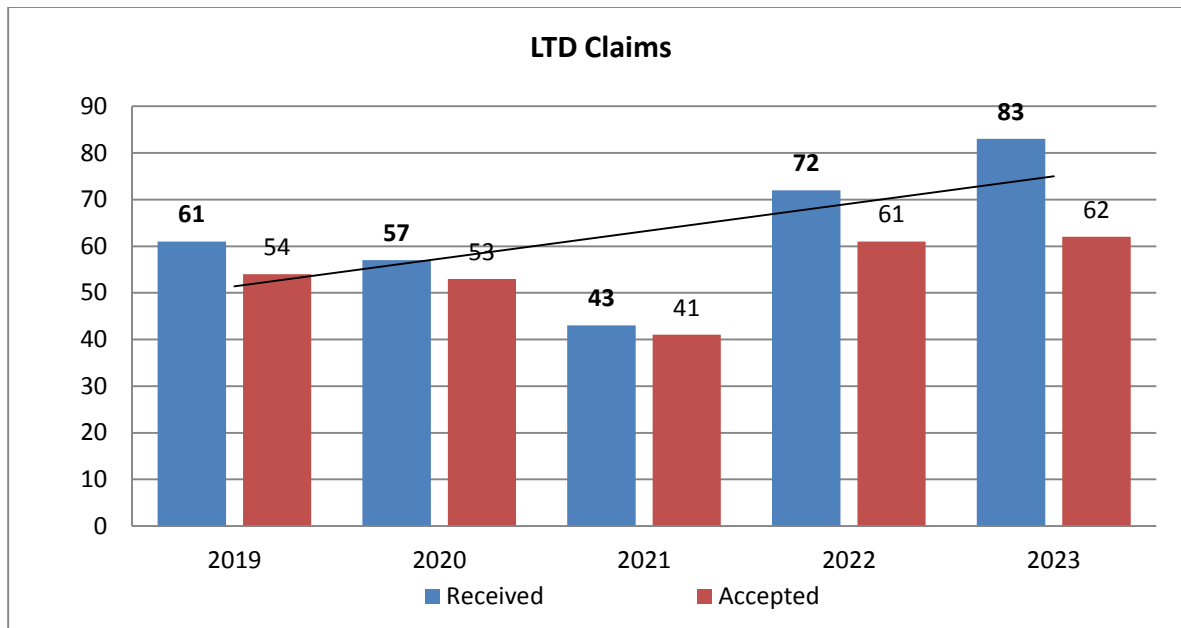
CGS is more successful returning employees back to work from short term disability absences than the Canada Life block of customers. In 2023, 82% of the employees absent on short term disability returned to work whereas only 71% of the employees in the comparison group of Canada Life employers returned to work during the 26 week period.

At CGS, the top age band for short-term disability absences are employees in their 50's (34% of claims). This is slightly higher than the Canada Life block of business and public administration (25% and 29% respectively).

Long Term Disability

Chart 4: Long Term Disability Absences

The following graph provides the total number of employees who were absent on long term disability which is for 6 months or longer:



Duration and Return to Work

The following table provides a summary of the reasons employees were absent on long term disability. On average employees on long term disability are absent from work for 620 days. CGS has a shorter average duration of long term disability absences than comparator cities and municipalities that have an average of 952 duration. CGS has a slightly higher percentage of employees who return from to work from a long term disability than the Canada Life comparator group (73% vs. 71%).

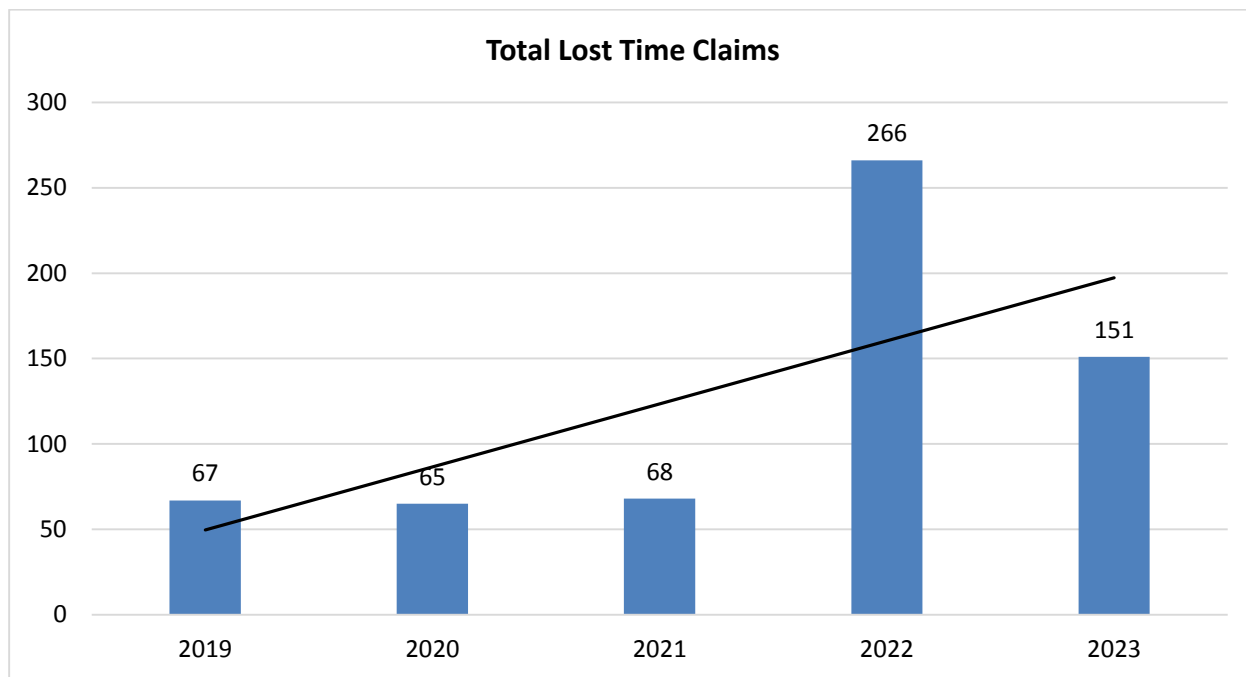
Similar to absences for employees on short term disability, mental health continues to be the main cause for absences on long term disability (45% of claims in 2023).

Table 7: Long Term Disability Absences

| NEW Claims by Diagnosis | 2023 | | 2022 | | 2021 | | 2020 | |
|-------------------------------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|
| | Claims | % | Claims | % | Claims | % | Claims | % |
| Mental Health Conditions | 28 | 45% | 36 | 59% | 22 | 54% | 29 | 55% |
| Musculoskeletal & Connective Tissue | 9 | 15% | 6 | 10% | 6 | 15% | 7 | 13% |
| Cancer & Neoplasms | 4 | 6% | 5 | 8% | 0 | 0% | 3 | 6% |
| Symptoms & Ill-defined Conditions | 2 | 3% | 4 | 7% | 0 | 0% | 2 | 4% |
| Accidents & Injury | 8 | 13% | 3 | 5% | 3 | 7% | 3 | 6% |
| Respiratory System | 0 | 0% | 2 | 3% | 0 | 0% | 2 | 4% |
| Circulatory System | 4 | 6% | 0 | 0% | 4 | 10% | 4 | 8% |
| Digestive System | 2 | 3% | 0 | 0% | 3 | 7% | 0 | 0% |
| Nervous System & Sensory Organs | 2 | 3% | 0 | 0% | 0 | 0% | 0 | 0% |
| Other* | 3 | 5% | 5 | 8% | 3 | 7% | 3 | 6% |
| Total** | 62 | 100% | 61 | 100% | 41 | 100% | 53 | 100% |

WSIB Absences – Occupational Lost Time

Chart 5: Total Lost Time Claims




Over the last five years, occupational exposure to COVID had a significant impact on the lost time injury statistics due to ongoing outbreaks being experienced at Pioneer Manor. Further to this, the WSIB has updated their [Communicable Illness Policy](#) which identifies that they will be approving illnesses where there is a declared outbreak within the workplace, without proof of diagnosis from the worker. This differs from their pre-pandemic practices where respiratory illnesses such as colds and flus were most often not approved by the WSIB due to their prevalence within the community. It is therefore expected that exposure incidents at Pioneer Manor will continue to be higher moving forward than pre-pandemic levels resulting in elevated lost time rates.

When exposure claims are removed from the lost time injury data, numbers are within the typical annual norms. The number of psychological claims is also within the typical range, with First Responders accounting for all these approved claims. Work continues to be performed within Fire and Paramedic Services to offer training and support to mitigate these occurrences.

In 2023, of the 151 employees who were absent due to occupational illness/injury, 89 employees were absent because of occupational exposure to COVID. Once COVID claims are removed, the number of employees absent or with lost time due to occupational reasons is 62.

It is important to identify that although the COVID-19 pandemic commenced in March 2020, its impact on occupational transmission of the virus was minimal until 2022. The following chart summarizes the COVID-19 lost time absences throughout the pandemic:

Table 8: COVID related Lost Time Claims

| | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|
|  COVID-19 related claims | 4 | 16 | 198 | 89 |

3) Attendance Management Processes

Attendance Management Programs

Employee absenteeism is managed in a fair and consistent manner in accordance with the applicable collective agreements as well as the Ontario *Human Rights Code*, the *Workplace Safety and Insurance Act*, and the *Employment Standards Act*. When a pattern or number of absences from the workplace becomes unsatisfactory, the aim is to ensure the employee is conscious of his or her attendance and to get the employee to attend work more regularly while remaining sensitive to a person's individual circumstances. Therefore, each case of absenteeism is dealt with on its own merits within a framework that promotes the consistent application of related policies and procedures.

Fire Services, Transit Services and Pioneer Manor have attendance management programs that are specific to their operating areas. Outside of those areas, attendance is monitored and managed a basis that is not specific to a particular operating area.

Attendance Management Programs have the following objectives:

- assist employees in minimizing absences from work by making every reasonable effort to provide accommodation, assistance, and rehabilitation;
- ensure that each employee understands that his/her attendance at work is valued and that his/her presence contributes to the success of his/her team and the consistent achievement of service objectives;
- approach problem attendance in a positive and concerned manner;
- provide for the effective and efficient operation by encouraging employees to regularly attend work;
- encourage the reduction of the excessive use of sick leave benefits;
- enhance the organization's commitment to providing the highest quality of service through the efficient management of its resources;
- provide the employees with attendance guidelines and procedures;
- assist employees and management in the understanding of their roles and responsibilities required to maintain regular attendance;
- promote employee health and wellness; and,
- educate employees about the costs and effects of excessive rates of absenteeism.

Attendance Management Programs (AMPs) are designed to address the measures listed above as core absenteeism. Culpable or blameworthy absenteeism problems will be dealt with under disciplinary procedures, not the AMP, and may be grounds for discipline, up to and including termination from employment.

Absences due to a work-related illness or injury or related to a disability, as defined in the *Human Rights Code*, are not subject to the provisions of the AMP. Also, statutory job protected leaves like family medical leave and emergency leave, as defined in the *Employment Standards Act*, are not subject to the provisions of these programs. For obvious reasons, leaves like bereavement leave, jury duty or union leave are also not addressed directly unless they are part of a pattern of absenteeism.

Other Attendance Management Processes

In addition to attendance management programs longer term non occupational illnesses and injuries and occupational illnesses and injuries are managed outside of attendance management programs and through effective internal claims management, early and safe return to work programs, and by Canada Life, the external benefits provider.

It is the City's responsibility to provide a safe and healthy work environment and promote wellness among all employees. Additional policies and procedures exist at CGS to support employees and relate to this corporate philosophy:

- Reporting for Work and Attending at Work (Employee Handbook)
- Modified Work Program

Work is underway to calibrate dashboards with up to date absenteeism data that would help supervisors better visualize, understand and manage absences in their service area.

4) Comparison Data

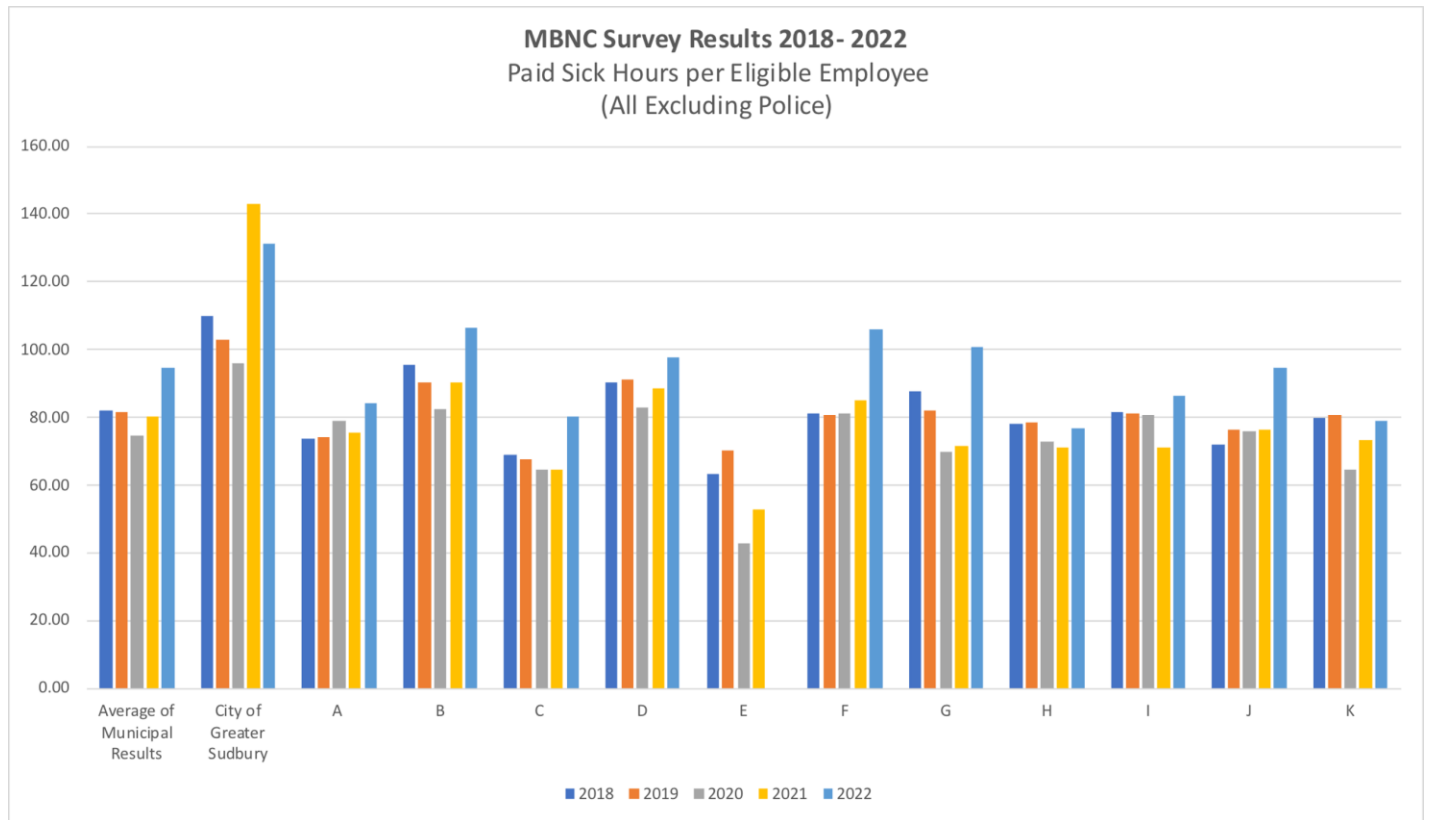
Municipal Benchmarking Network Survey Results: Paid Sick Hours

The Municipal Benchmarking Network Canada (MBNC) survey is a group of Canadian municipalities that share and report municipal performance data. MBNC collects data related to Paid Sick Hours per Employee from municipal service areas. Comparison data relating to 2023 is not yet available.

Overall CGS has higher paid sick hours per eligible employee for the years reviewed. A cautionary note on the overall comparison with other municipalities relates to jurisdictional differences, as municipalities in a two-tier local government system do not provide the same range of services. For example, several comparator municipalities do not provide transit services, fire services or have a long-term care facility. Employees in these 24/7 services typically have higher rates of absenteeism across the municipal sector. For more details, see Appendix 1. Greater Sudbury, as a single-tier municipality, provides all these services. Notwithstanding, two of our 24/7 service areas, Paramedic Services and Fire Services, have lower than average paid sick hours per eligible employee.

Chart 6 – Municipal Benchmarking Canada – Paid Sick Hours Per Eligible Employee

The following chart outlines CGS results compared to the average of overall MBNC survey participants relating to Paid Sick Hours per Employee:



Conclusion

Carefully managing absenteeism, especially in those areas more susceptible to short term illness is important to the continuity and quality of municipal services. Like our comparator municipalities, employees in our 24/7 and Transit services experience higher rates of total absences compared to their peers working day shifts or more regular shift schedules. Attendance management programs are in place in those areas. Also, rehabilitation and return-to-work specialists in Human Resources and Organizational Development, working with our benefits provider, Canada Life, work hard to balance appropriate long term interventions for employee illness and injury with proper urgency for successful return to work. Preventive interventions are in place including wellness programs, mental health supports, and initiatives to reduce workplace illness and injuries.

CGS does not have an enterprise wide attendance management program in place. A review of the current attendance programs and the development of a corporate wide employee health promotion program will be completed in 2024. Work is underway to calibrate dashboards with up-to-date absenteeism data that would help supervisors better visualize, understand and manage absences in their service area.

APPENDIX 1: Absenteeism Report 2019 to 2023

May 22, 2024

5 Year Absenteeism Analysis

City of Greater Sudbury

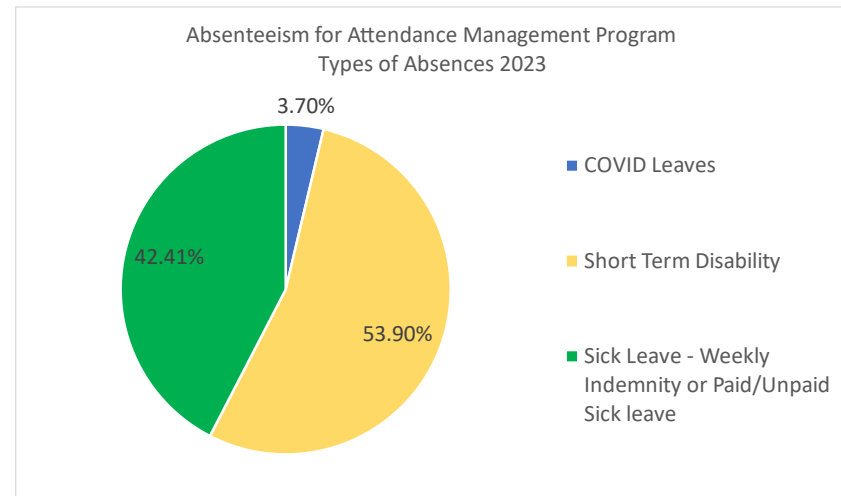
2019 to 2023

1) Core Absenteeism – for use in Attendance Management Programs

These reports include absenteeism data for the purpose of reviewing Attendance Management Processes for Active Regular and Temporary Full-Time Employees with the City of Greater Sudbury. Part-Time Employees, Police Services, Greater Sudbury Airport, Greater Sudbury Public Libraries, and other Outside Boards are excluded.

Consistent with best practices the types of absences include:

- COVID Leaves
- Pioneer Manor Infectious Disease Outbreak
- Short Term Disability/Sick Leave
- Sick Leave – Weekly Indemnity Days or Paid/Unpaid Sick Leave



The following criteria has been used in the calculation of absenteeism rate as a percentage:

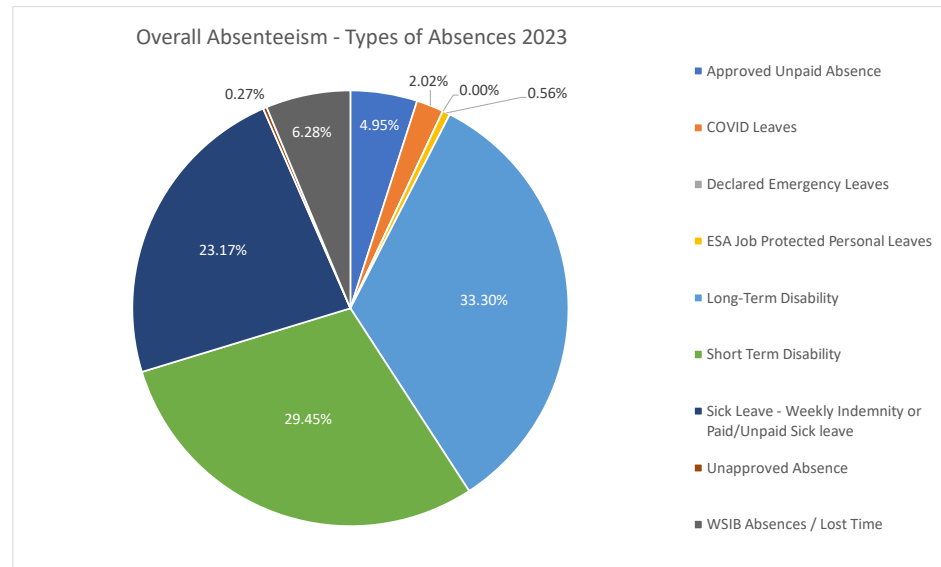
| | |
|--------------------|---|
| Numerator | Total hours absent / Standard hours per day = Number days absent |
| Denominator | Total number of days available per year |
| | UNIONIZED 222 days per year (CUPE 4705/CUPE 148/ONA) * 260 working days less 5 weeks' vacation (avg) and 13 Stat Holidays |
| | FIRE SERVICES SUPPRESSION 235 days per year (FIRE) * 260 working days less 5 weeks' vacation (avg) |
| | NON-UNION 217 days per year (Management and Non-Management) * 260 working days less 6 weeks' vacation (avg) and 13 Stat Holidays |

2) Total Absences

These reports include overall absenteeism data for Active Regular and Temporary Full-Time Employees with the City of Greater Sudbury. Part-Time Employees, Police Services, Greater Sudbury Airport, Greater Sudbury Public Libraries, and other Outside Boards are excluded.

Types of absences include:

- Approved Absence/ Unapproved Absence
- COVID Leaves
- Declared Emergency Leave
- Employment Standards Act (ESA) Leaves related to Sickness
- Long Term Disability/Sick Leave
- Pioneer Manor Infection Disease Outbreak
- Short Term Disability/Sick Leave
- Sick Leave – Weekly Indemnity Days or Paid Sick Leave
- WSIB



The following criteria has been used in the calculation of absenteeism rate as a percentage:

| | |
|--------------------|---|
| Numerator | Total hours absent / Standard hours per day = Number days absent |
| Denominator | Total number of days available per year |
| | UNIONIZED 222 days per year (CUPE 4705/CUPE 148/ONA) * 260 working days less 5 weeks' vacation (avg) and 13 Stat Holidays |
| | FIRE SERVICES SUPPRESSION 235 days per year (FIRE) * 260 working days less 5 weeks' vacation (avg) |
| | NON-UNION 217 days per year (Management and Non-Management) * 260 working days less 6 weeks' vacation (avg) and 13 Stat Holidays |

3) MBNC Survey Results

The Municipal Benchmarking Network Canada (MBNC) survey is a group of Canadian municipalities who share and report on performance measures and benchmarking. Data over five years (2018 to 2022) is available. Participants are City of Calgary, Region of Durham, Halton Region, City of Hamilton, Niagara Region, City of Regina, City of Greater Sudbury, Region of Waterloo, City of Windsor, City of Winnipeg, and York Region.

Types of absences include:

- Sick Leave – Weekly Indemnity Days or Paid Sick Leave
- Short Term Disability/Sick Leave

| City of Greater Sudbury Results | | | | | | |
|---|------------------------|--------|--------|-------|--------|--------|
| | 5 Year Average Rate | 2018 | 2019 | 2020 | 2021 | 2022 |
| Paid Sick Hours per Eligible Employee (All Excluding Police) | 116.65 | 109.75 | 103.04 | 96.10 | 143.20 | 131.20 |
| Average Municipal Results | | | | | | |
| | 5 Year Average Rate | 2018 | 2019 | 2020 | 2021 | 2022 |
| Paid Sick Hours per Eligible Employee (All Excluding Police) | 83.89 | 82.64 | 81.64 | 77.56 | 82.77 | 94.87 |

CGS Core Absenteeism for Use in Attendance Management Programs

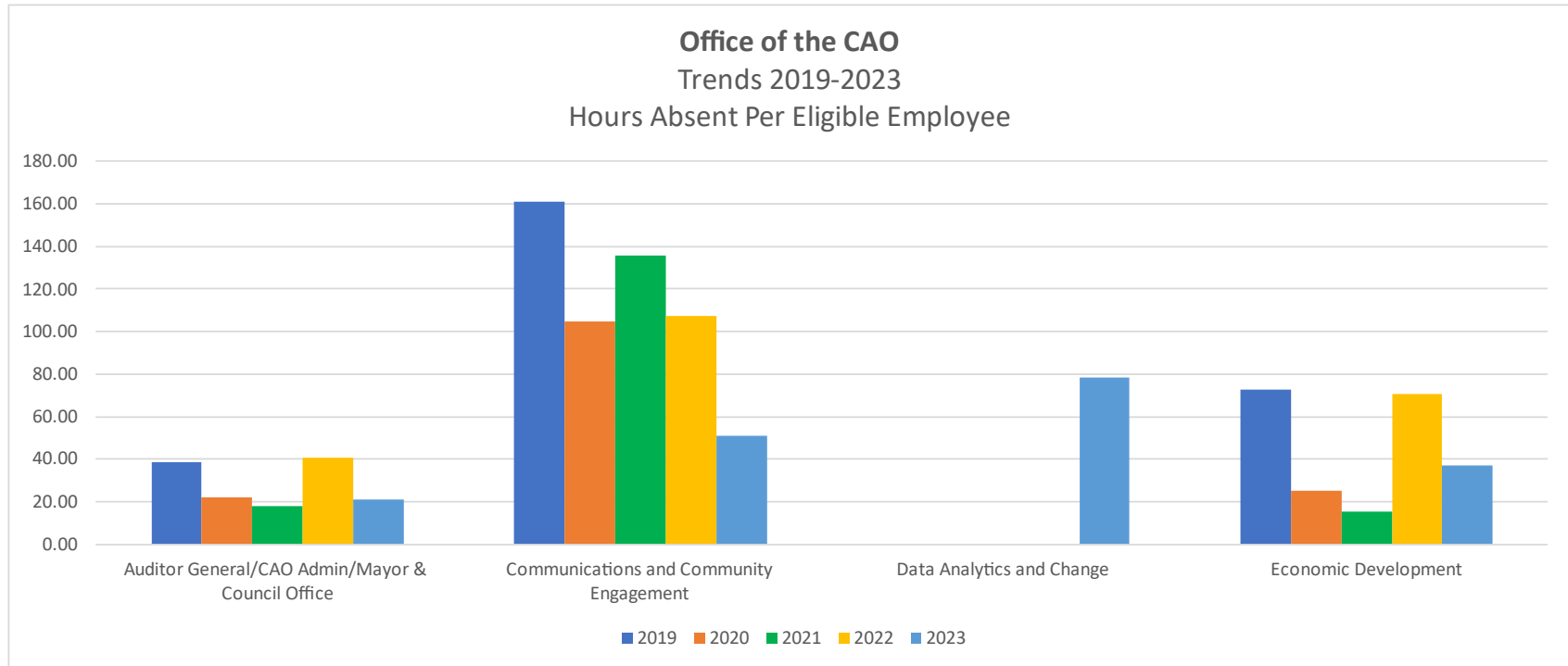
COVID Leaves ~ Pioneer Manor Infectious Disease Outbreak ~ Short Term Disability/Sick Leave ~ Sick Leave – Weekly Indemnity Days or Paid/Unpaid Sick Leave

| Absenteeism Rates Related to Attendance Management 2019 to 2023 Permanent & Temporary Full-Time | | | | | |
|---|------|------|------|------|------|
| 5-Year Average | 2019 | 2020 | 2021 | 2022 | 2023 |
| 7.8% | 7.7% | 7.5% | 7.5% | 8.6% | 7.7% |

| Absenteeism Rates Related to Attendance Management 2019 to 2023 Permanent & Temporary Full-Time | | | | | | |
|---|----------------|------------------------------|--------------------|------------------|-----------------------|--------------------------|
| Department | 5-Year Average | | | | | |
| | Employee Count | Total Available Working Days | Total Days Absence | Absenteeism Rate | Avg Days per Employee | Median Days per Employee |
| Total | 1756 | 389,896 | 30,356.16 | 7.8% | 17 | 4.88 |
| Chief Administrative Office | 72 | 15,886 | 718.43 | 4.6% | 10 | 3.09 |
| Community Development | 639 | 14,1270 | 14,322.36 | 10.1% | 22 | 4.45 |
| Corporate Services | 287 | 63,217 | 3,840.83 | 6.1% | 13 | 4.72 |
| Community Safety | 295 | 67,210 | 4,611.72 | 6.9% | 16 | 1.96 |
| Growth & Infrastructure | 463 | 102,314 | 6,862.83 | 6.7% | 15 | 6.06 |

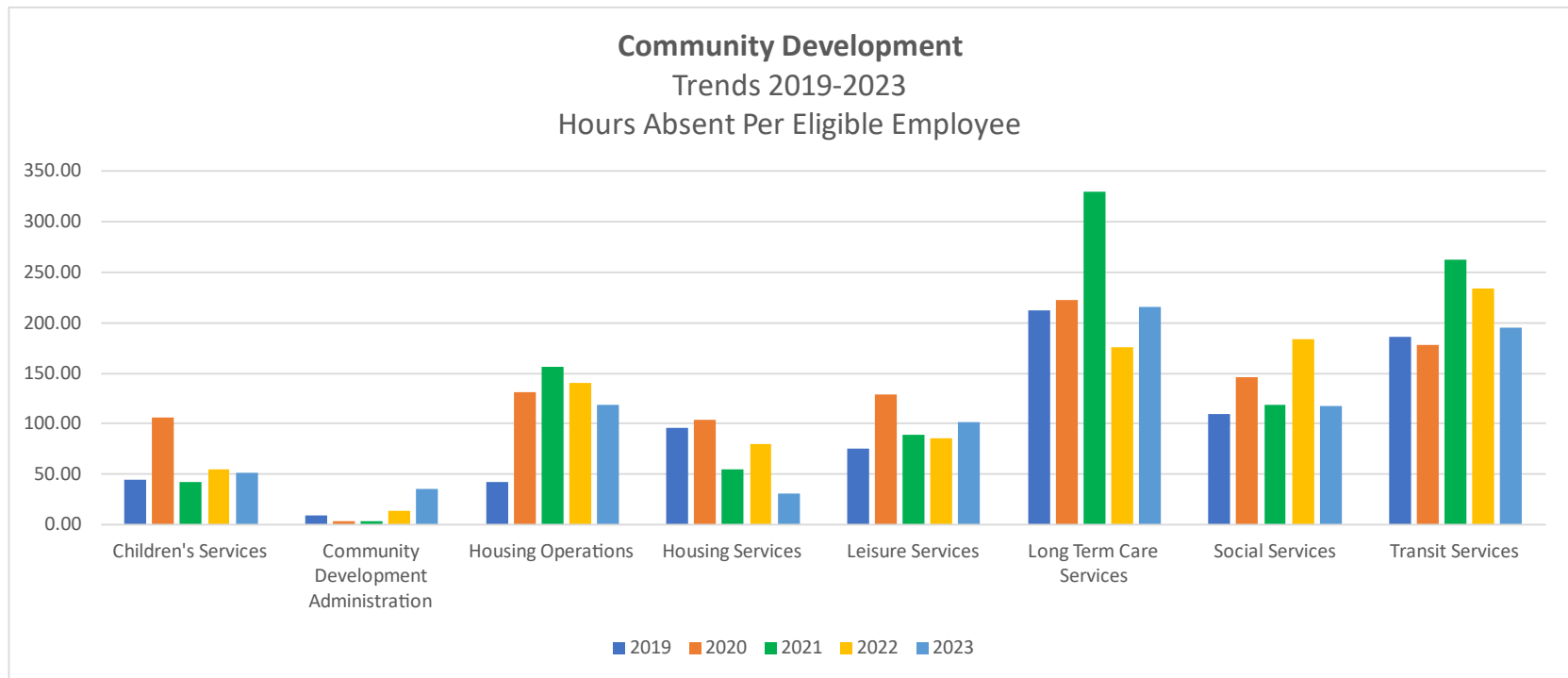
Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves Hours Absent Per Eligible Employee

| Office of the CAO | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|---------------|
| Auditor General/CAO Admin/Mayor & Council Office | 38.77 | 22.05 | 18.11 | 40.56 | 20.93 |
| Communications and Community Engagement | 161.17 | 104.60 | 135.84 | 107.13 | 50.93 |
| Data Analytics and Change | - | - | - | - | 78.18 |
| Economic Development | 72.75 | 25.34 | 15.38 | 70.70 | 37.31 |
| TOTAL | 272.69 | 151.98 | 169.32 | 218.39 | 187.35 |



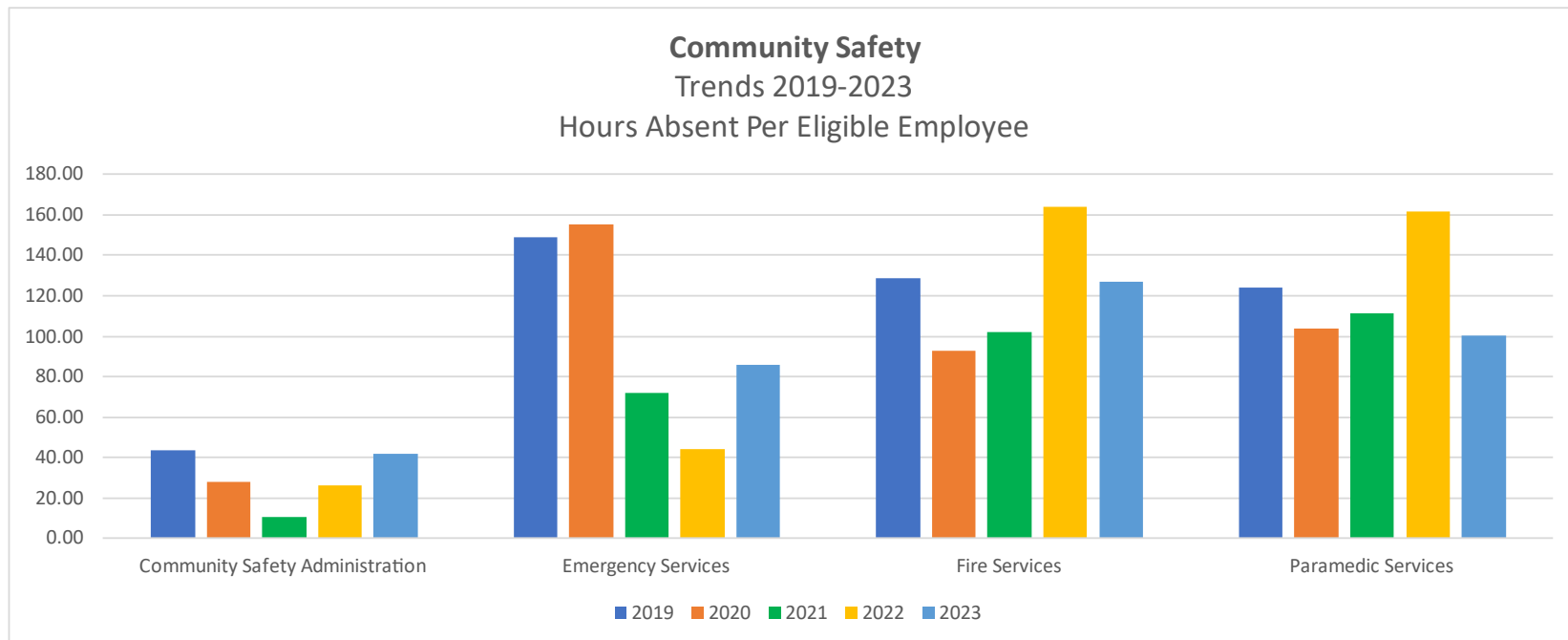
**Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves, Pioneer Manor Disease Outbreak
Hours Absent Per Eligible Employee**

| Community Development | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------------------|---------------|-----------------|-----------------|---------------|---------------|
| Children's Services | 44.65 | 105.67 | 42.27 | 55.24 | 50.82 |
| Community Development Administration | 9.50 | 3.50 | 3.25 | 14.00 | 35.00 |
| Housing Operations | 42.64 | 131.71 | 156.41 | 140.56 | 118.84 |
| Housing Services | 95.94 | 104.00 | 54.39 | 79.94 | 30.18 |
| Leisure Services | 75.17 | 129.23 | 88.42 | 86.07 | 101.30 |
| Long Term Care Services | 212.68 | 222.11 | 329.35 | 175.38 | 215.81 |
| Social Services | 109.97 | 146.27 | 118.55 | 183.64 | 116.99 |
| Transit Services | 186.28 | 178.11 | 262.51 | 234.18 | 194.89 |
| TOTAL | 776.82 | 1,020.60 | 1,055.14 | 969.00 | 863.82 |



Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves Hours Absent Per Eligible Employee

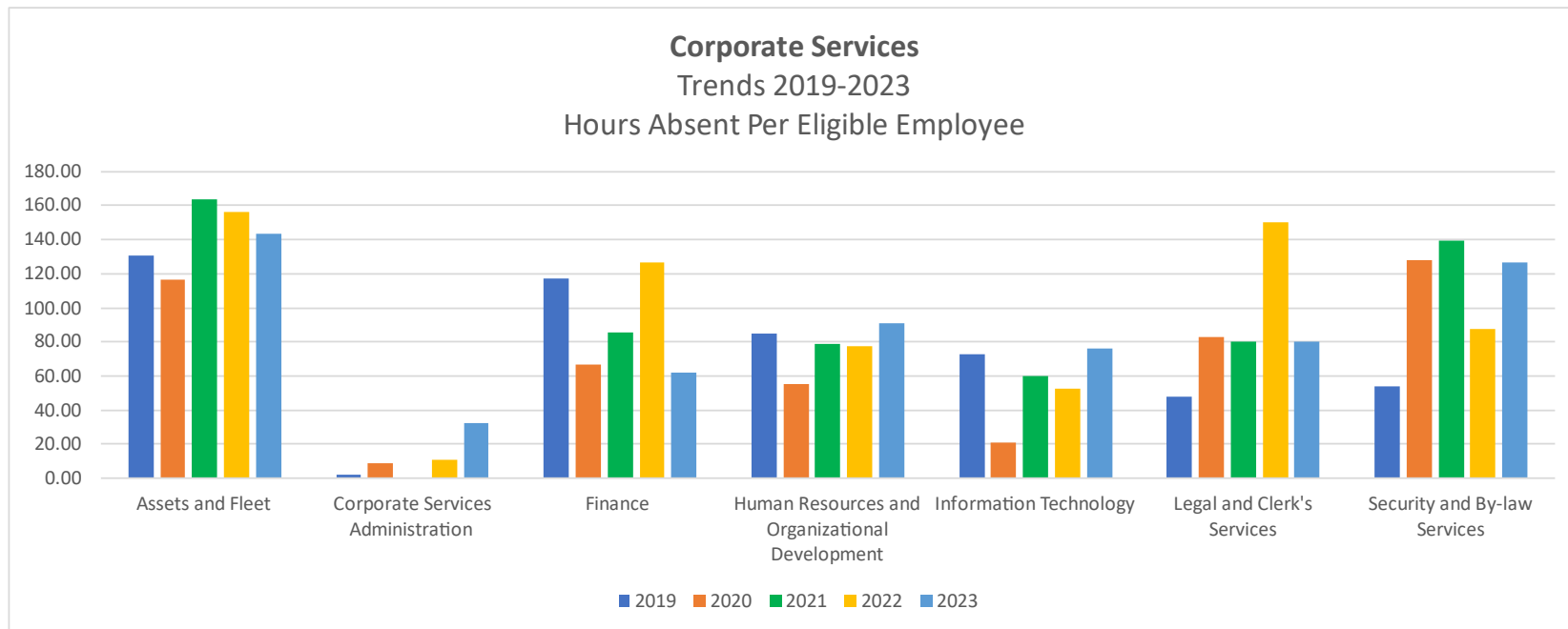
| Community Safety | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Community Safety Administration | 43.75 | 28.00 | 10.50 | 26.25 | 42.00 |
| Emergency Services | 148.75 | 155.53 | 72.23 | 44.43 | 86.07 |
| Fire Services | 128.78 | 92.97 | 101.95 | 164.09 | 126.81 |
| Paramedic Services | 124.17 | 103.51 | 111.48 | 161.41 | 100.20 |
| TOTAL | 445.45 | 380.01 | 296.16 | 396.17 | 355.09 |



Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves

Hours Absent Per Eligible Employee

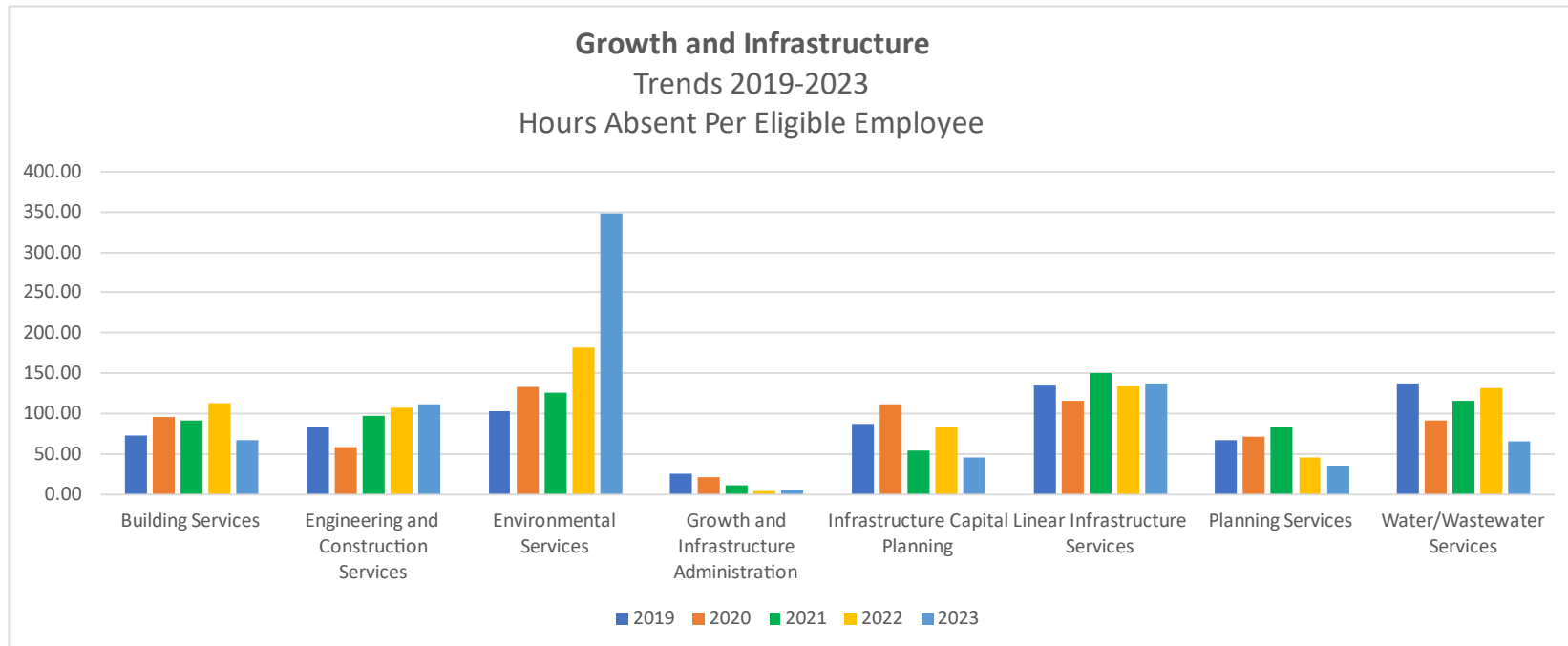
| Corporate Services | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|---------------|
| Assets and Fleet | 130.92 | 116.77 | 163.81 | 156.20 | 143.26 |
| Corporate Services Administration | 1.75 | 8.75 | 0.00 | 11.00 | 32.50 |
| Finance | 117.34 | 66.83 | 85.26 | 126.37 | 62.07 |
| Human Resources and Organizational Development | 84.68 | 55.39 | 78.67 | 77.69 | 90.67 |
| Information Technology | 72.87 | 21.03 | 60.08 | 52.68 | 75.84 |
| Legal and Clerk's Services | 47.48 | 82.91 | 80.21 | 149.89 | 80.05 |
| Security and By-law Services | 53.80 | 128.12 | 139.21 | 87.34 | 126.71 |
| TOTAL | 508.83 | 479.80 | 607.25 | 661.18 | 611.09 |



Weekly Indemnity, Sick Leave, Short Term Disability, COVID Leaves

Hours Absent Per Eligible Employee

| Growth & Infrastructure | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|---------------|
| Building Services | 73.00 | 96.15 | 92.29 | 113.72 | 66.94 |
| Engineering and Construction Services | 82.74 | 59.20 | 97.67 | 107.44 | 111.38 |
| Environmental Services | 102.40 | 132.85 | 126.27 | 181.62 | 348.32 |
| Growth and Infrastructure Administration | 25.00 | 21.00 | 11.50 | 3.50 | 5.50 |
| Infrastructure Capital Planning | 87.66 | 111.89 | 54.82 | 83.23 | 45.26 |
| Linear Infrastructure Services | 135.45 | 115.80 | 150.24 | 134.45 | 137.54 |
| Planning Services | 66.70 | 71.26 | 83.48 | 45.91 | 35.15 |
| Water/Wastewater Services | 137.41 | 91.65 | 116.22 | 131.28 | 65.92 |
| TOTAL | 710.36 | 699.81 | 732.49 | 801.15 | 816.01 |



CGS Total Absences

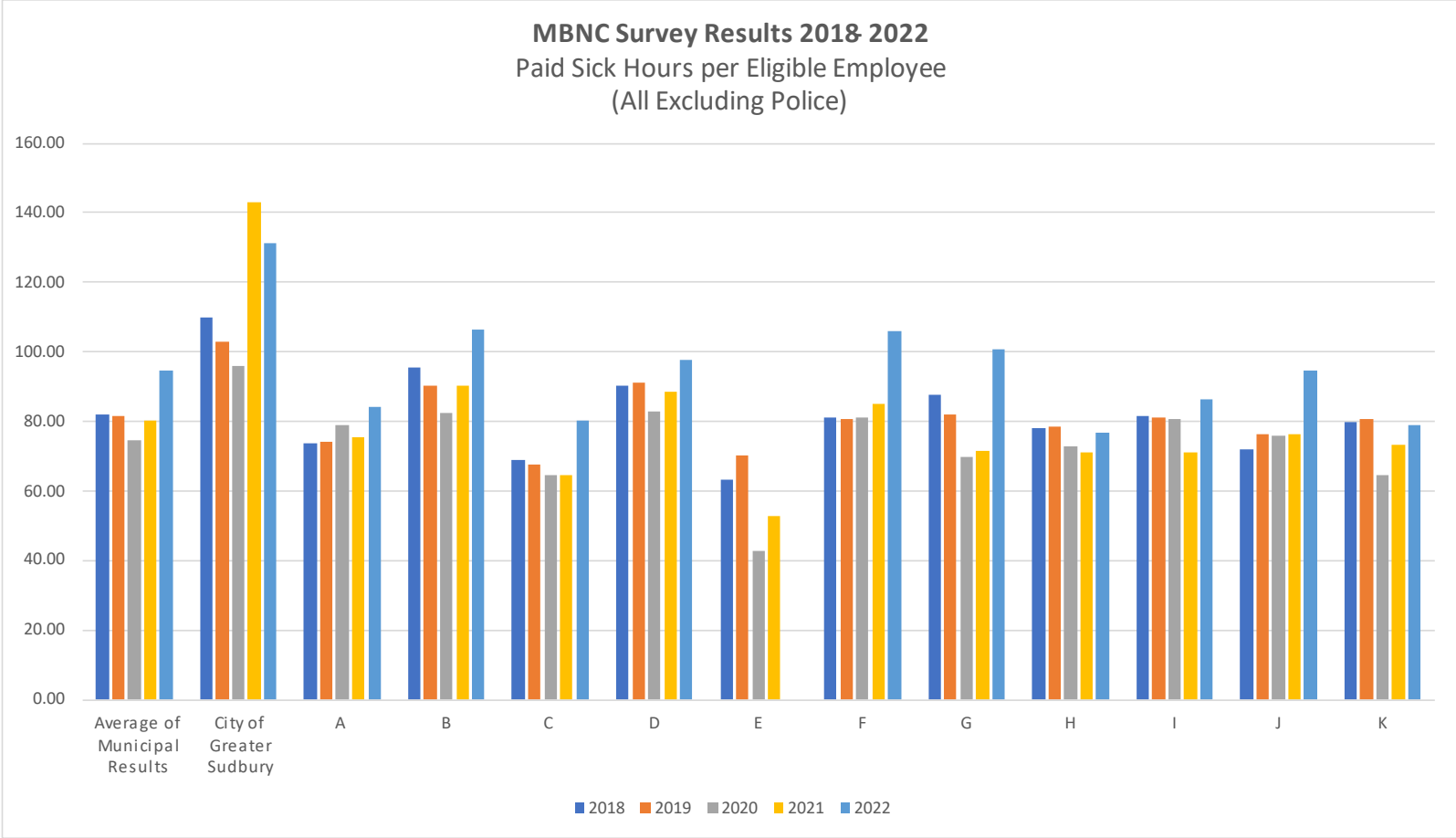
Approved Absence/ Unapproved Unpaid Absence ~ COVID Leaves ~ Declared Emergency Leave ~ Employment Standards Act (ESA) Leaves related to Sickness ~ Long Term Disability/Sick Leave ~ Pioneer Manor Infection Disease Outbreak ~ Short Term Disability/Sick Leave ~ Sick Leave – Weekly Indemnity Days or Paid Sick Leave ~ WSIB

| CGS Absenteeism Rates 2019 to 2023 Permanent & Temporary Full-Time | | | | | |
|--|-------|-------|-------|-------|-------|
| 5-Year Average | 2019 | 2020 | 2021 | 2022 | 2023 |
| 14.0% | 12.4% | 14.2% | 13.9% | 15.2% | 14.3% |

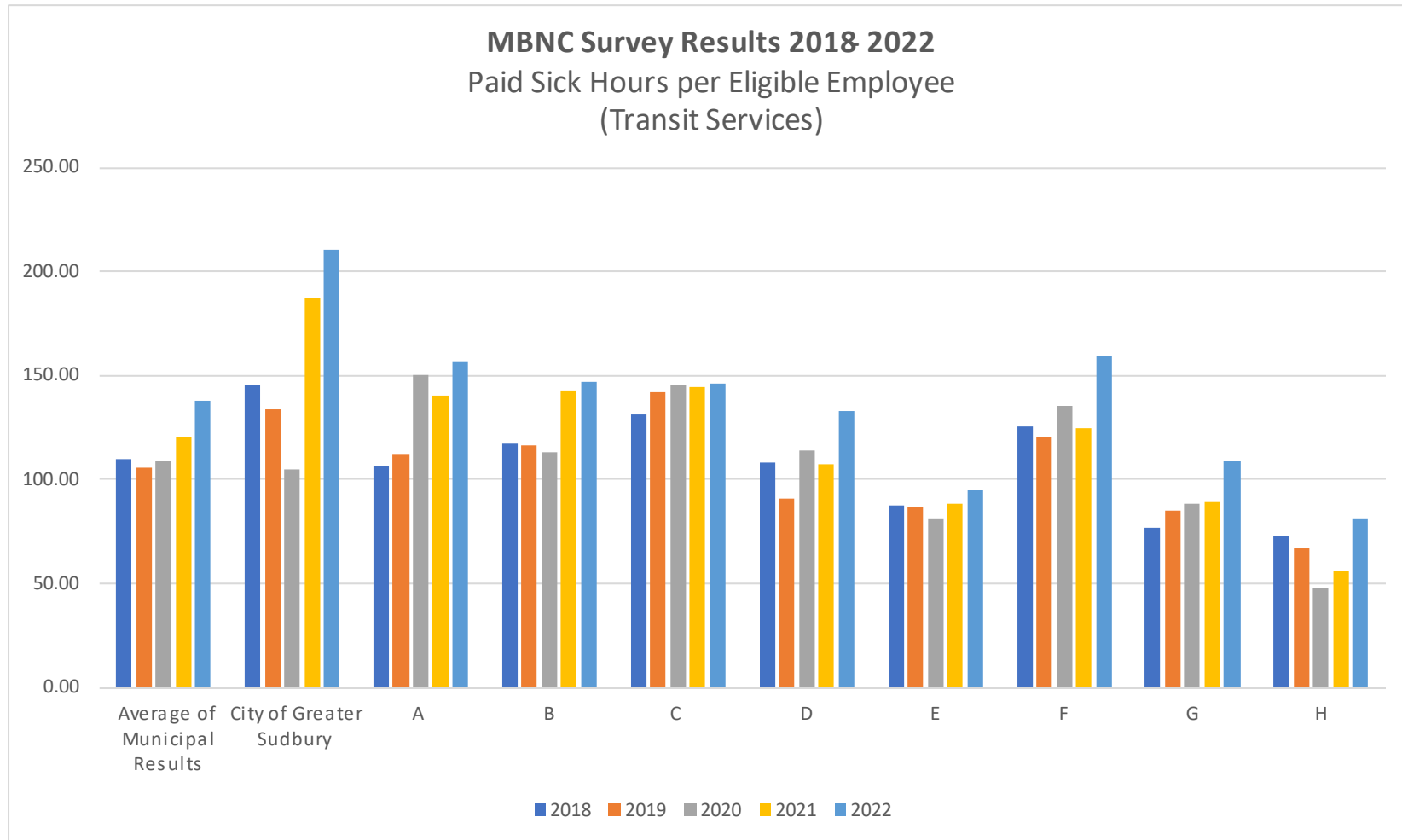
| CGS Absenteeism Rates 2019 to 2023 Permanent & Temporary Full-Time | | | | | | |
|--|----------------|------------------------------|--------------------|------------------|-----------------------|--------------------------|
| Department | 5-Year Average | | | | | |
| | Employee Count | Total Available Working Days | Total Days Absence | Absenteeism Rate | Avg Days per Employee | Median Days per Employee |
| Total | 1756 | 389,896 | 54,674.27 | 14.0% | 31 | 5.66 |
| Chief Administrative Office | 72 | 15,886 | 1,347.78 | 8.5% | 19 | 3.90 |
| Community Development | 648 | 143,353 | 26,252.08 | 18.4% | 41 | 5.86 |
| Corporate Services | 287 | 63,217 | 6,194.54 | 9.8% | 22 | 5.35 |
| Community Safety | 295 | 67,210 | 9,012.40 | 13.4% | 30 | 3.29 |
| Growth & Infrastructure | 463 | 102,314 | 11,946.93 | 11.7% | 26 | 6.66 |

External Comparisons: MBNC Survey Results

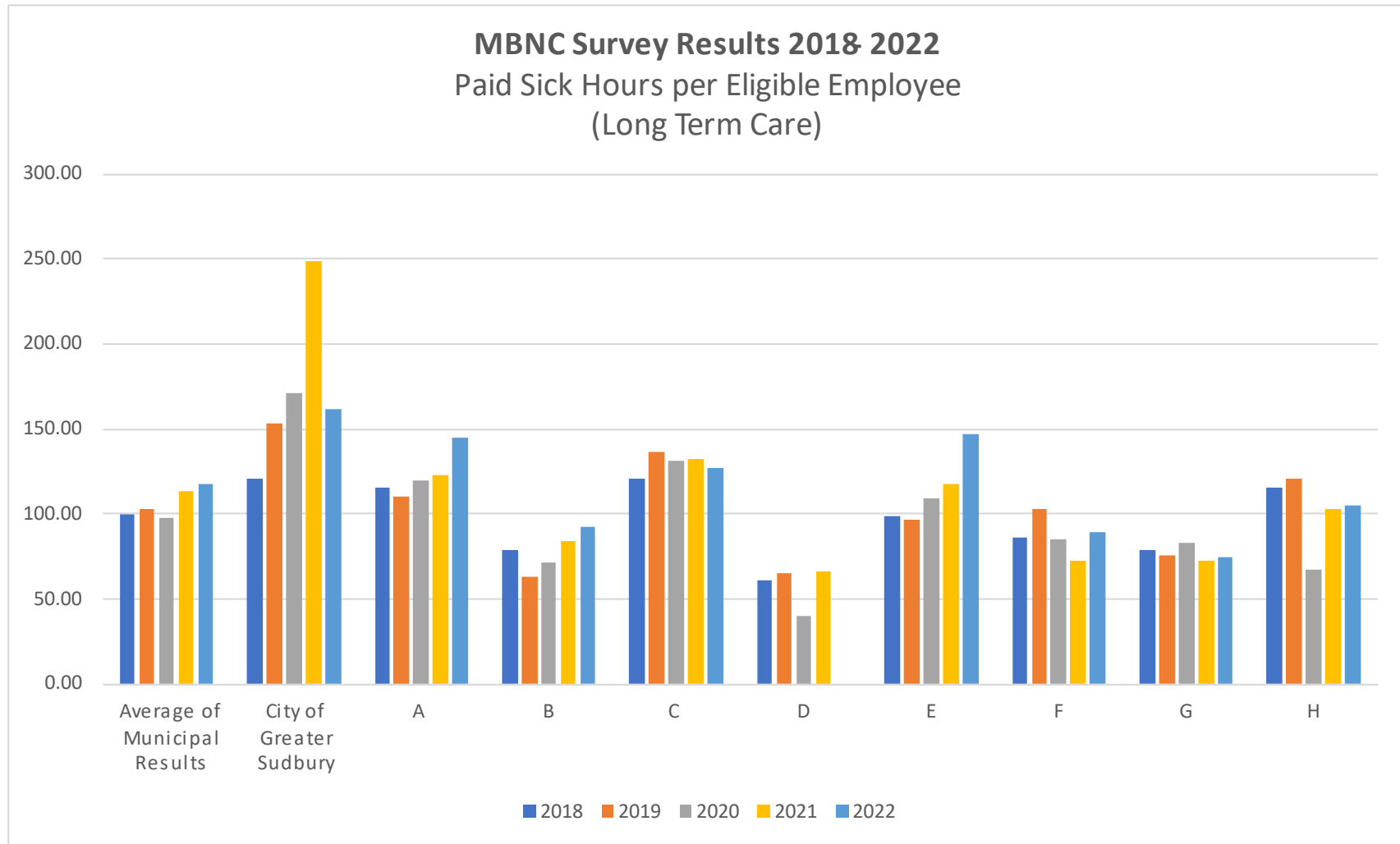
| Paid Sick Hours per Eligible Employee (All Excluding Police) | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|--------|--------|-------|--------|--------|
| Average of Municipal Results | 82.06 | 81.39 | 74.47 | 80.29 | 94.87 |
| City of Greater Sudbury | 109.75 | 103.04 | 96.10 | 143.20 | 131.20 |



| Paid Sick Hours per Eligible Employee (Transit) | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|--------|--------|--------|--------|--------|
| Average of Municipal Results | 110.28 | 105.97 | 108.93 | 120.20 | 137.61 |
| City of Greater Sudbury | 145.44 | 133.82 | 104.80 | 187.45 | 210.60 |

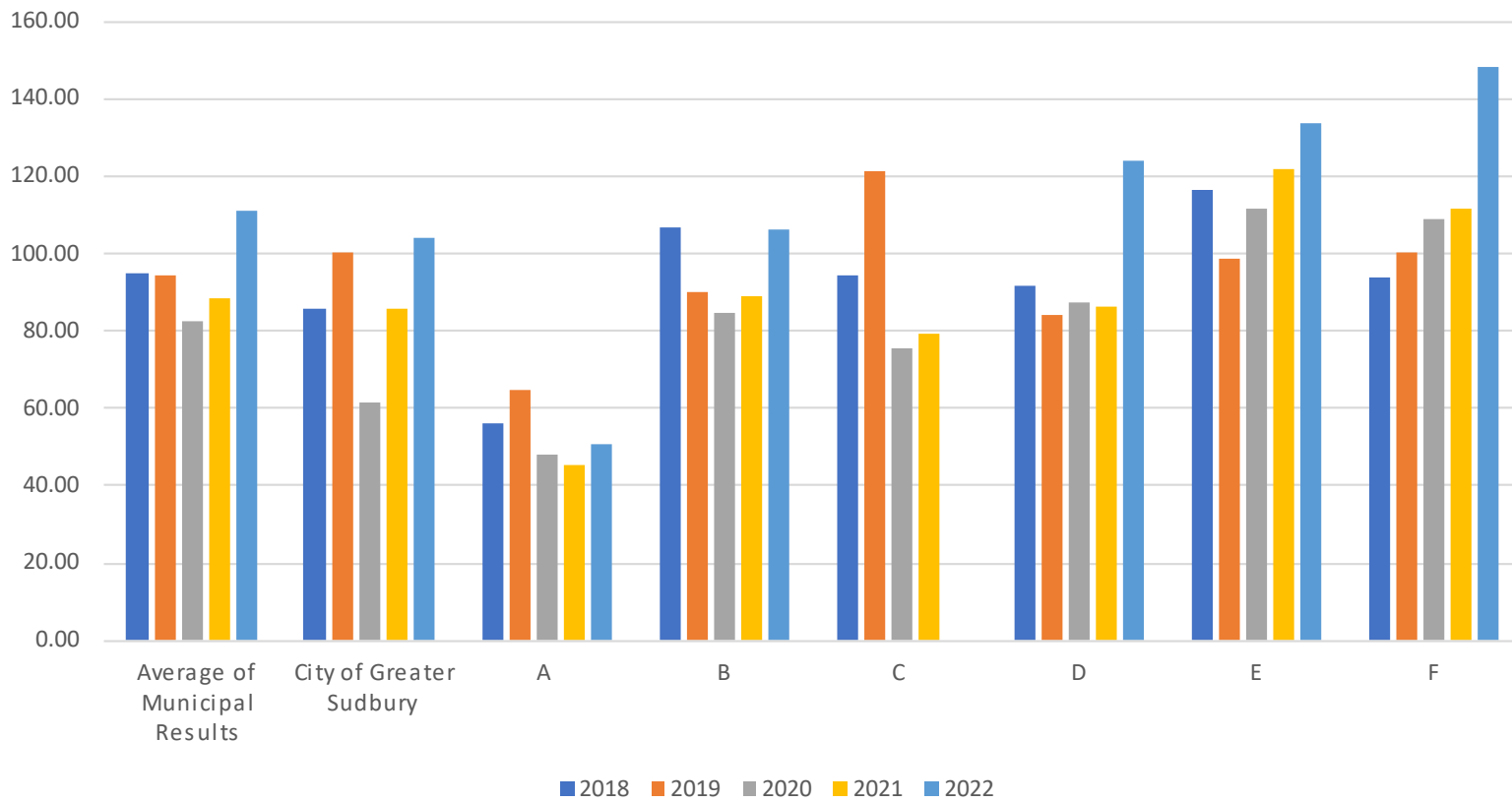


| Paid Sick Hours per Eligible Employee (Long-Term Care) | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|--------|--------|--------|--------|--------|
| Average of Municipal Results | 99.81 | 102.91 | 97.57 | 113.33 | 118.11 |
| City of Greater Sudbury | 121.12 | 153.59 | 170.73 | 249.17 | 161.76 |

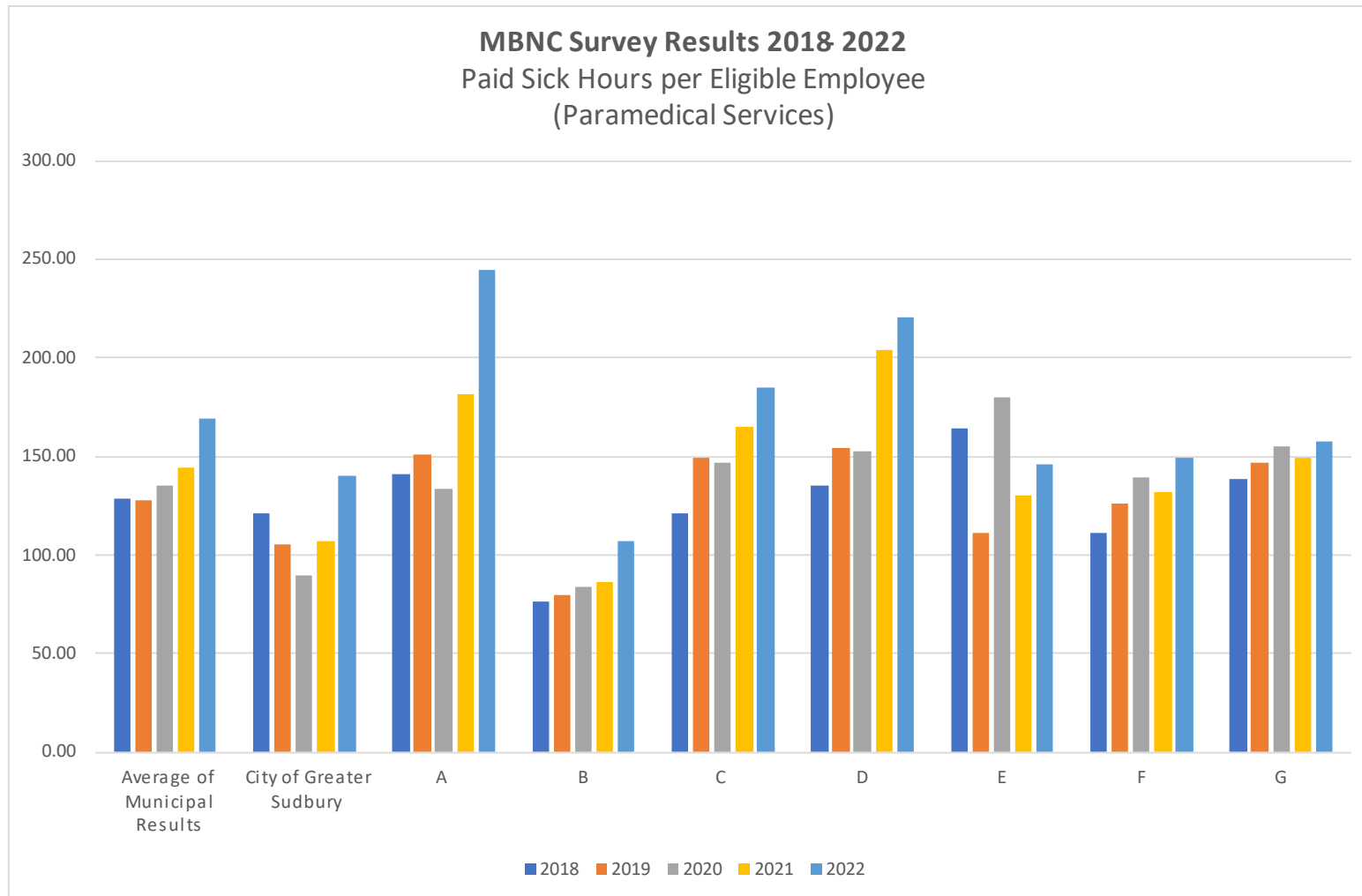


| Paid Sick Hours per Eligible Employee (Fire Services) | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|-------|--------|-------|-------|--------|
| Average of Municipal Results | 95.10 | 94.21 | 82.55 | 88.46 | 111.08 |
| City of Greater Sudbury | 85.87 | 100.31 | 61.41 | 85.86 | 104.12 |

MBNC Survey Results 2018-2022
 Paid Sick Hours per Eligible Employee
 (Fire Services)



| Paid Sick Hours per Eligible Employee (Paramedic Services) | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|--------|--------|--------|--------|--------|
| Average of Municipal Results | 128.40 | 128.04 | 135.03 | 144.40 | 168.81 |
| City of Greater Sudbury | 121.01 | 105.66 | 89.91 | 106.73 | 140.04 |



Core Services Review Update Q2 2024

| | |
|-----------------|---|
| Presented To: | Finance and Administration Committee |
| Meeting Date: | May 22, 2024 |
| Type: | Managers' Reports |
| Prepared by: | Renee Higgins Data, Analytics and Change |
| Recommended by: | Chief Administrative Officer |

Report Summary

This report describes the status of opportunities identified in the 2020 Core Services Review.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report describes work that has been underway to realize the anticipated benefits described in the 2020 Core Services Review, which was an initiative specifically identified in Council's Strategic Plan as one of the actions to support the "Asset Management and Service Excellence" objective and, specifically, Goal 1.5, "Demonstrate innovation and cost-effective service delivery".

Financial Implications

There are no financial implications associated with this report.

Background

The purpose of this report is to respond to the Finance and Administration Committee's March 26, 2024 [direction](#) for an update on the status of the opportunities identified in the 2020 Core Services Review, and to follow-up on the [update](#) provided at the February 21, 2023 City Council meeting.

In 2019, City Council [directed](#) staff to undertake a two-phase core services review. Council selected the services included in the review. Initially, Council directed that funding for this work be provided by the Tax Rate Stabilization Reserve. The province then announced an application-based funding opportunity, the Audit and Accountability Fund, that could serve as a funding source. Ultimately, the project was funded by the Audit and Accountability Fund, avoiding the need for municipal tax funding.

KPMG was retained to undertake the second phase of this work, and its analysis identified potential net cost reductions of \$4 million per year. It believed these savings would be realized by rationalizing facilities, introducing more technology into our work processes (creating a "digital city"), implementing a lean management system, reviewing facility use agreements, modernizing phone systems, reviewing user fees and cost recovery, reviewing maintained parkland requirements and outsourcing ski hills.

Net cost reductions realized to date are approximately \$4,331,000. Cost avoidance worth \$1,380,000 has also been realized following decisions to rationalize facilities and/or divest aging assets. Staff continue to analyze potential cost savings identified specifically through the review and have identified other net cost reduction opportunities identified since the report was originally written.

Analysis

There were ten opportunities for change recommended by the Core Service Review as follows:

| Ref No. | Opportunity | Description | Estimated cost saving for re-allocation |
|---------|-----------------------------------|--|---|
| 1 | Facilities Rationalization | Rationalize the number of city-owned and run facilities with the aim of disposing of the resulting excess capacity across facilities and office buildings. | \$1,000,000 |

Status: This is underway.

Significant effort has been made to address this opportunity, typically as part of other service changes that also address corporate goals such as asset renewal and service improvement projects. For examples, please review the following reports: [Tom Davies Square – One-Stop Shop](#); [Greater Sudbury Museums Review](#); [Emergency Services Station Location Study](#).

Savings realized from the creation of the One-Stop Shop worth \$250,000 annually were directed by Council to support Lorraine Street Transitional Housing services. As work on developing the Valley East Twin Pad facility continues, part of the plan anticipates it would enable the decommissioning of other arenas such as the Centennial Community Centre and the Raymond Plourde Arena.

The Depot Master Plan, intended to renew and renovate existing public works depots and dispose surplus public works facilities, has moved into the detailed design and construction of a new salt and material management building at the Frobisher Yard. As part of this plan, we will also rationalize office space to create a smaller footprint for these support services.

Work remains underway to assess further space utilization changes within Tom Davies Square. With the successful launch of the One-Stop Shop, the use of remote work arrangements by municipal staff and provincial staff at 199 Larch St, the Cultural Hub project at Tom Davies Square anticipates there will be more change opportunities that rationalize municipal facilities and office space. This work is ongoing and staff will bring further reports to Council as the analysis evolves.

As of April 2024, dispositions of underutilized buildings such as the Falconbridge Arena, Coniston Police Store Front, Copper Cliff Firehall, Vermillion Lake Fire Station, and 291 Lourdes Street have generated approximately \$930,000 in sales revenue and reduced the operating budget by approximately \$110,000.

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| 2 | Create a Digital City | By prioritizing new and existing digitization projects, the city can leverage technology to improve the delivery of both client facing and internal services. | \$600,000 |
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Status: This is underway.

This update highlights key projects completed in the last year, those coming this year and provides additional data covering the period since the Core Service Review report.

Notable projects completed in the last year include: the Automated Metering Infrastructure project that digitally collects data from over 43,000 water meters, property tax bills online with over 4,600 citizens subscribed so far, the Pronto online building permit system and an online recruiting portal for City job postings.

Digitization projects continue to be expanded upon since the KPMG report, including the 311 CRM system now supporting 34 online request types; the recreation and facility booking system supporting 14 online transactions and the Pronto system with online access to 14 permit types. The City's internal ERP system, PeopleSoft, was further expanded through the COMPASS and HCMP projects to modernize the workplace with 17 new internal self-serve functions for staff and supervisors.

A key project coming up is the "Digital Service Strategy", which will deliver a road map to improve citizen access to, and efficiencies of, city services. This work will include estimate of the potential return on investment from further changes to the corporation's use of technology.

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| 3 | Lean Management System | Through implementation of a lean management system (or other business innovation methods), the City can implement opportunities for efficiency, including those identified by front-line employees. | \$350,000 |
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Status: This is underway.

In late 2023, staff with responsibility for analytics and business process improvement were centralized into the Data, Analytics and Change division. Staff from Water and Wastewater Services, GIS Operations, Community Safety, Information Technology and Finance now work as one team with a shared focus on strengthening the corporation's standards for data management, finding new ways to apply data when managing the corporation's services and analyzing potential costs and benefits from policy or process changes.

Various improvement initiatives have been implemented to eliminate manual data entry, reduce errors or automate repetitive processes throughout the organization. Some examples include the roll-out of self-service time entry (a savings of two FTE), automated alerts for water distribution sampling data (a productivity improvement equivalent to approximately 0.2 FTE per year for Water supervisors) and an auto-generated On-Call schedule (a productivity improvement equivalent to approximately 0.1 FTE per year in Linear Infrastructure). A project is underway with Community Paramedicine that could produce a productivity improvement equivalent to 1.0 FTE which would allow paramedics to visit an additional 40 patients in need per month. The lean process reviews have also resulted in initiation of a project to discontinue a separate timekeeping system used by two divisions, which will result in annual licence fee cost avoidance worth \$167,000.

This division's workplan prioritizes projects according to their projected operating cost savings, potential productivity improvements, potential for data/service improvement and risk avoidance. In addition, lean process reviews precede planned technology improvement projects to maximize the return on investment from those projects, minimize cycle times and/or enhance service quality.

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| 4 | Review Shared Use Agreements | The pricing charged and services provided by the City through shared use agreements of arenas and recreation facilities should be reviewed. | \$175,000 |
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Status: This remains outstanding.

Revisions of the joint use agreement with local school boards remains outstanding due to other conflicting priorities and workloads. However, the principles of the City's User Fee Framework are being applied to school use of municipal facilities. For example, school skating and swimming sessions are recognized as having community benefits and have been treated under the shared use understanding with local school boards. Activities which are primarily individual benefit (hockey tournaments, hockey schools) are charged the applicable user fee. The City also collaborated with three local school boards to leverage National Lifesaving Society funding to deliver the Swim to Survive program to Grade 3 students across the community.

Additionally, the agreement relating to the Northern Water Sports Centre was reviewed and revised.

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| <p>Separate, but related, is the work that was completed to share services with nearby communities, including Markstay-Warren and Atikameksheng. Staff recently completed an agreement with Markstay-Warren to provide water and wastewater services. This provides a win/win solution that leverages, and extends, staff's expertise. Also, in collaboration with Vale, we have a long-standing agreement to share water services in Lively, Copper Cliff, Naughton and Whitefish.</p> | | | |
| 5 | Modernize Phone Systems | A telephone modernization plan could not only save on operational costs compared to a traditional desk phone but also enable a more flexible work environment. | \$75,000 |
| <p>Status: <u>This is complete.</u></p> <p>As anticipated, the modernized phone system achieved intended operating savings and provides more integration between technology tools to support a more flexible work environment.</p> | | | |
| 6 | Review User Fees & Cost Recovery | Fee structures charged to users for arenas and recreation facilities should be reviewed and aligned with cost recovery rates for recreation facilities. | \$245,000 |
| <p>Status: <u>This is complete.</u></p> <p>Council approved a user fee policy that identified a consistent method for defining subsidies related to municipal user fees that recognizes both personal and community benefits associated with the service. While actual fee revenue will vary according to utilization levels, the projected change in 2023 leisure services operating revenues is anticipated to be \$660,000 greater than 2022 levels. This aligns with Council's budget direction to increase reliance on non-tax revenue and reduces requirements for property tax support while maintaining access to municipal services. Further, in the 2024-2025 Budget Council approved a Transit fare increase worth \$555,000, reducing the need for taxpayer subsidy.</p> | | | |
| 7 | Expand Facilities Management Systems | Facilities management services such as remote monitoring and automation for HVAC systems could be expanded to arena and recreation facilities. | \$156,000 |
| <p>Status: <u>This is underway.</u></p> <p>Various capital projects have been approved that address this change opportunity. For example, the 2022 Budget included \$833,000 for improvements at various pool facilities; the 2023 Budget (p.423) includes \$795,000 for HVAC upgrades at Minnow Lake Place. Capital forecasts anticipate further investments in accordance with current asset management plans.</p> <p>This is in addition to the expansion of automation systems at 1160 Lorne, Downtown Transit Depot, Fire stations and new builds such as Sparks Street, Lorraine Street and the addition at Pioneer Manor. As these projects are completed, staff anticipate the projected operating cost savings described in the Core Service Review will be realized.</p> | | | |
| 8 | Optimize Office Space | Explore opportunities to optimize office space through consolidated seating arrangements, introducing flexible/remote working locations, and moving from paper-based document storage. | \$193,000 |
| <p>Status: <u>This is underway.</u></p> <p>In November 2023, Council provided direction for staff to proceed with the Cultural Hub at Tom Davies Square. The cultural hub project is a catalyst for Municipal Services Relocation into 199 Larch Street. Planning is underway, with a consulting and design team retained to advance both the cultural hub and municipal relocation projects.</p> | | | |
| 9 | Review Maintained | Hectares of parkland maintained by the City far exceed established service levels and benchmarking averages and could be naturalized to standard levels. | \$980,000 |

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| | Parkland Requirements | | |
| Status: <u>This is underway.</u> | | | |
| <p>The 2024/2025 budget included the disposition of open space/natural parkland to achieve additional revenue of \$250,000 per year. The focus will be on properties identified as natural parkland with little to no recreational purpose and no plans for development. The City's parkland disposition policy establishes the process for the sale of individual parkland properties. This approach would redirect the funds from the sale to the net levy, rather than the reserve as stated in the current policy.</p> <p>Leisure Services Division staff are also working with Planning Services to review parkland with limited recreational value to support housing development. A report identifying potential properties and recommended process/policy changes is planned for the Planning Committee by early Q4.</p> | | | |
| 10 | Outsource Ski Hills | The operation of ski hills is a service uniquely offered by the City which could be outsourced to a private or not-for-profit third-party provider. | \$243,000 |
| Status: <u>This is underway.</u> | | | |
| <p>At Council's direction, staff are preparing a report for the August 2024 Community & Emergency Services Committee providing additional information on municipal ski hills, including:</p> <ul style="list-style-type: none"> • Further details on the Lively Ski Hill capital projects including updated project estimates; • Alternatives to continuing with the projects as originally contemplated; • Utilization and operating costs of City of Greater Sudbury operated ski hills; • Recommended utilization targets for ski hills. | | | |

In addition to these “top 10 opportunities”, the Core Service Review also identified ideas that could merit further study. While many of these are not expected to result in cost savings, additional updates have been provided in Appendix A for opportunities that are actively under review or that have been completed.

Next Steps:

The Core Service review identified, but did not analyze in any detail, other staff-generated suggestions for potential change. **Appendix A** provides information about the status of those suggestions and, where applicable, the impact they've had on the corporation's performance. Total operating net cost reductions of \$4,331,000 have been realized, and capital cost avoidance of \$1,380,000 has also been produced from analyzing these suggestions and developing solutions that change the corporation's service level and/or processes.

Staff regularly seek opportunities for cost savings or cost avoidance. The Data, Analytics and Change Division's mandate includes regularly performing work that reduces the corporation's net costs and produces service improvements.

References:

Core Services Review Update, February 21, 2023: <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=48724>

Core Service Review Final Report, January 2020: <https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/pdfs/kpmg-final-report-of-core-service-review/>

Report to City Council, September 24, 2019: <https://pub->

[greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=2075](https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=2075)

Motion CC2019-156, May 28, 2019 (amended from FA2019-40, May 14, 2019): <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=30307>

Appendix A: Additional Core Service Review Opportunities Underway or Completed

| Ref No. | Opportunity | Description | Estimated cost saving for re-allocation |
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| 12 | Improve the data analytics functionality for the Roads department | An extensive study was performed prior to acquiring the Cityworks platform for which a steering committee is driving the development. | \$151,000 |
| <p>Status: <u>This is underway.</u></p> <p>It is anticipated the processing efficiencies from eliminating crew card data entry, claims management efficiencies, maintenance planning efficiencies and the reduction in errors and corrections will reduce costs by approximately \$70,000 in 2026, \$135,000 in 2027 and \$151,000 in 2028 and each year thereafter.</p> <p>These efficiencies were incorporated into the Expand Digital Work Management System in Parks and Growth and Infrastructure business case that was approved as part of the 2024 - 2025 Budget and will be utilized to hire an Application Analyst to provide capacity to expand the use of Cityworks across the corporation.</p> | | | |
| 13 | Implement LED street lighting | A business case for LED street lighting from 2015 has been updated to reflect current costs and savings which is under review. Council approved the project in the budget for 2020. | \$1,000,000 |
| <p>Status: <u>This is complete.</u></p> <p>Energy savings of 41% were achieved worth approximately \$1M annually.</p> | | | |
| 14 | Develop a self serve online HR system to reduce administrative paper processing | HR has developed a Human Capital Management plan that recommends, among other steps, the implementation of self service so that employees and supervisory personnel can perform routine payroll, benefits and HR process work electronically | To be determined |
| <p>Status: <u>This is underway.</u></p> <p>The Human Resources Process Enhancement Project is reviewing opportunities to reduce administration time. While it will produce substantial process improvements and service efficiency, operating savings will be minimal as this work will primarily reduce the high level of unpaid overtime performed by incumbents that currently perform this work.</p> | | | |
| 16 | Review the mix of contracted vs internal staff utilized for winter | This review addressed an assessment of how much snow removal work is contracted to third parties. | Increased costs |

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| | maintenance | | |
| Status: <u>This is complete.</u> | | | |
| <p>This analysis was completed in 2020 and presented at the February 11, 2020, Finance and Administration Committee meeting as part of a report entitled Snow Plowing for Winter Control - Term of Contract. Staff found that utilizing on-demand contractor resources to deliver snow plowing was more cost efficient than hiring additional City staff to complete the work unless an on-demand model was utilized for City staff as well. However, the current labour market makes it very difficult to hire casual part-time employees that would give the City the ability to deliver an on-demand model for snow plowing.</p> <p>The current snow plowing contracts were awarded in 2019 for an 8-year term with two optional single-year extensions. If both single-year extensions are executed, the contracts will end on March 31, 2030. A new analysis will be completed by staff prior to the execution of the single-year extensions to determine if there is a more cost-effective approach to delivering snow plowing on roads throughout the community.</p> | | | |
| 17 | Conduct an energy efficiency audit of Pioneer Manor | Pioneer Manor consists of both old and newer build areas. Conducting an energy efficiency audit, particularly of those older built areas, will help identify opportunities for energy savings. | To be determined |
| Status: <u>This is underway.</u> | | | |
| <p>Staff are investigating opportunities for an audit and subsequent works to be performed that will yield a positive return on investment. An audit will commence in 2024.</p> | | | |
| 18 | Review the service level for delivery of street sweeping | There has been no recent review undertaken of the City's street sweeping program. There are possible opportunities to improve the efficiency and service of the current program. | \$200,000 |
| Status: <u>This is complete.</u> | | | |
| <p>As part of the 2024-2025 Budget deliberations, a business case entitled Contract In Street Sweeping was approved. This business case resulted in CGS sweeping an additional 22 per cent of curbed roads throughout the city. Over the course of five years (2024 to 2028) and including the cost of equipment purchases, the expected net savings are \$200,000.</p> | | | |
| 20 | Outsource management of the community grant programs | In 2018, the City spent over 1500 hours of time in the overall management of grants. The City should consider outsourcing the management of grants to a third party. | To be determined |
| Status: <u>This is underway.</u> | | | |
| <p>The Auditor's General Office conducted a review of Healthy Community Initiatives Fund and administrative processes. Additionally, staff are looking to make use of an online application portal to improve applicant experience and reduce administrative requirements. Much of the</p> | | | |

administrative requirements of the HCI program are a reflection of the policy and applicable by-law. For example, unlike most funding programs, the HCI program allows for continuous intake, meaning that staff are continuously receiving, responding to and evaluating applications throughout the year.

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| 21 | Outsource facility management and maintenance activities | Facility Management and Maintenance is currently undertaken by staff. There are possible opportunities for cost savings through outsourcing management of facilities to third parties. | \$0 |
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Status: This is complete.

Centralized Facility maintenance has expanded to include TDS, 199 Larch, 1160 Lorne, Transit Depot, LEL, and some libraries. Centralized management and preventative maintenance planning is being performed in house with qualified tradespersons who are familiar with the various facilities, are on site and have a vested interest in minimizing operational disruptions. This approach and familiarity have resulted in a decrease in the frequency of reactive work orders and a reduction in time required to assess a problem and in turn a more consistent service delivery. Staff continue to work to centralize and generate a common platform for maintenance planning and execution.

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| 22 | Conduct a city-wide fleet utilization study | While the City has undertaken fleet utilization studies in the past, these have not been undertaken across all vehicle types. Undertaking a full city-wide study will help identify those lower utilized vehicles which may no longer be needed. | \$125,000 |
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Status: This is complete.

The 2023 Budget contained reductions of approximately \$125,000 in operating costs as a result of a reduction of 12 underutilized vehicles in the City fleet. This also represented future capital cost avoidance of approximately \$450,000. Fleet Services will continue to review vehicle usage data with the Fleet Governance Committee for the purposes of ensuring a justified stock of fleet is maintained.

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| 24 | Establish Council approved service level standards for all customer facing services | Service levels for many municipal services reflect those described in the corporation's budget, but are not otherwise defined. This could produce subjective interpretations of what a reasonable service level looks like and lead to over expenditures, dissatisfied service recipients, or both. | \$0 |
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Status: This is underway.

Staff workshops have been ongoing since February 2024. The goal of these sessions is to apply enterprise standards to create a consistent understanding and level of information about current service levels. The output from these sessions will be a feature part of the 2026-2027

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| Budget and approved as part of that process. This will include standard key performance indicators, such as the cost per unit of service and other data, like what is currently reported, to provide feedback about service quality and efficiency. While there are no direct cost savings anticipated from this work, this will provide more information to support Council decision-making about potential service level changes, which could lead to cost savings. | | | |
| 25 | Enhance leadership training for front line staff | There is opportunity to increase investment in front line leadership staff and provide an enhanced level of leadership training. | \$0 |
| <p>Status: <u>This is complete.</u></p> <p>The Elevate Leadership Training program delivers both tactical and soft skills training. The tactical training relates to Health & Safety, including both a theoretical and practical components. This program was designed and delivered in-house, resulting in cost avoidance from the usual approach of purchasing third party material and/or trainers.</p> | | | |
| 27 | Partner with communities to improve pool services | The City should consider improving partnerships with communities and other organizations (e.g., universities) to improve pool services and share costs. | To be determined |
| <p>Status: <u>This is underway.</u></p> <p>City Council has directed staff to present an Aquatic Service and Facility Review. This work also considers how non-municipal operators (Laurentian University and YMCA) contribute to the community's overall aquatic service delivery. Council will receive a final report in September 2024 which will include a detailed facility needs assessment, implementation strategy and approaches for additional public consultation.</p> | | | |
| 28 | Review the feasibility of using electric vehicles in the municipal fleet | The City does not use electrical vehicles in its fleet. There is an opportunity to use electrical vehicles to help reduce emissions and fuel costs | To be determined |
| <p>Status: <u>This is underway.</u></p> <p>The City owns and operates 12 light duty electric vehicles and 1 electric ice resurfacers. Fleet staff continue to collaborate with colleagues throughout the organization to incorporate electric fleet where operationally feasible. Transit and Fleet staff are working on an Electric Bus and Electric Fleet plan that will provide operational advice, budgetary requirements and an overall execution plan.</p> | | | |
| 29 | Outsource disability management services to a third party | Disability management services are currently provided by in house staff however there is an opportunity to outsource this service to a third party. | To be determined |
| <p>Status: <u>This is underway.</u></p> <p>Disability management services include assessing the needs of employees with disabilities, working with Canada Life to return employees to work as soon as safely possible, developing</p> | | | |

return-to-work plans or workplace accommodations and updating service areas on the status of employees who are away on disability leaves. This option is being investigated in 2024.

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| 30 | Explore potential for multi-use recreational facilities and move away from single use facilities | There are a number of aging and lower utilized facilities across the City. There is an opportunity for the City to assess recreational services on offer and deliver centralized, multi-use recreational facilities at an improved service level. | To be determined |
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Status: This is underway.

The guiding principles of the City's Parks, Open Space and Leisure Master Plan already states that multipurpose leisure facilities are preferred over single purpose facilities, although these may not be appropriate for all communities. The City continues to pursue third party funding for the Valley East Twin Pad Multipurpose Sports Complex. An update report on the project will be presented to the Community & Emergency Services Committee in June 2024.

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| 32 | Review services classified as “nonessential” and consider the impact of privatizing such services | There is an opportunity for the City to review leisure services classified as “nonessential” (e.g., fitness centers, pools, ski-hills) and determine whether these can be privatized. | To be determined |
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Status: This is underway.

Council has given direction to review municipal ski hill operations and capital requirements with a report due to the Community & Emergency Services Committee in August 2024. Council has directed staff to complete an Aquatic Service and Facility Review with a final report to be presented to Council in September 2024.

For the most part, municipal fitness centres operate as part of larger community centres, which provides less opportunities for privatization. The City has historically entered into a lease agreement with a third-party non-profit for the operation of the McClelland Fitness Centre.

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| 33 | Perform a deep dive of revenue generated vs cost of running trailer parks and fitness centers | The City should assess whether the costs of running trailer parks and fitness centers are worth the revenue generated from these services, or whether services can be outsourced or privatized to reduce costs. | \$0 |
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Status: This is complete.

In 2021, the City issued an EOI for the complete outsourcing of municipal trailer parks with no submissions received. Staff presented a Municipal Campground Feasibility Study report in 2022 and a subsequent business case. This resulted in an increase in camping fees ensuring that revenues offset operating costs. Municipal trailer parks continue to operate through purchase of service agreements.

For the most part, municipal fitness centres operate as part of larger community centres, which provides less opportunities for privatization. The City has historically entered into a lease

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| agreement with a third-party non-profit for the operation of the McClelland Fitness Centre. | | | |
| 34 | Provide cross training to City staff for enhanced skillsets | Training is currently undertaken in silo across the City with limited cross training undertaken. There is an opportunity to provide more cross training options for staff to enhance and share skillsets across the organization. | \$0 |
| <p>Status: <u>This is underway.</u></p> <p>Through Human Capital Management Program, a centralized mechanism to provide training was undertaken. Further review of opportunities for centralization and co-ordination across areas is ongoing. The most obvious example of this suggestion is found in our 311 Service. During the pandemic, staff identified the potential to centralize counter service throughout Tom Davies Square and consolidated 14 service counters located throughout the facility into a single location, with cross-trained staff that could address any of the service requests formerly provided at each one of the 14 locations.</p> | | | |
| 35 | Assess staffing models for parks and arenas to identify greater efficiencies between seasons | The City currently deploys staff across arenas and park on a seasonal basis however there is an opportunity to review how the City deploy its staff in order to be more efficient in between seasons. | \$0 |
| <p>Status: <u>This is complete.</u></p> <p>Language is already included in the Lead Hand and Maintenance person job descriptions allow for staff to support Parks Services operations during which During ice-out periods.</p> | | | |
| 39 | Rationalize the number of pools | The City has five pools however there is an opportunity to rationalize the number of pools given the aging conditions of some of the facilities, low-cost recovery rates and increased number of outdoor lakes across the City. | To be determined |
| <p>Status: <u>This is underway.</u></p> <p>City Council has directed staff to present an Aquatic Service and Facility Review. Council received a Phase One report in December 2023 which included a summary of public engagement and a current state of municipal pools, waterfronts and splash pads. Council will receive a final report in September 2024 which will consist of a detailed facility needs assessment, implementation strategy and additional public consultation.</p> | | | |
| 40 | Standardize IT systems used across the City | There is an opportunity to standardize IT systems used across the City to allow for greater efficiencies (e.g., backing up of data/costs of implementing) | \$250,000 |

Status: This is underway.

This involves replacing single purpose systems with enhanced usage of existing shared standard systems. In 2023 this process eliminated ePost, reducing net costs by \$22,000. Two projects currently underway, Digital Work Management and Time Keeping and Scheduling in PeopleSoft (a COMPASS initiative) promise to replace three and possibly four single purpose systems, with expected cost savings over \$200,000.

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| 41 | Centralize the management and monitoring of City facilities | Management of City facilities is currently undertaken across various areas of the City with different staff responsible for different facilities. There is an opportunity to centralize this function to help reduce operating costs and allow for a more streamlined approach to facility management. | To be determined |
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Status: This is underway.

Centralized Facility maintenance has expanded to include TDS, 199 Larch, 1160 Lorne, Transit Depot, LEL, and some libraries. Centralized management and preventative maintenance planning is being performed in house with qualified tradespersons who are familiar with the various facilities, are on site and have a vested interest in minimizing operational disruptions. This approach and familiarity have resulted in a decrease in the frequency of reactive work orders and a reduction in time required to assess a problem and in turn a more consistent service delivery. Staff continue to centralize and generate a common platform for maintenance planning and execution.

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| 45 | Discontinue curbside waste pick up in non commercial areas | There is an opportunity to eliminate curbside waste pick up in non commercial areas in order to reduce the amount of resources and costs in delivering this service. | \$0 |
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Status: This is complete.

This option is not feasible for a municipality the size of CGS. With CGS' large physical geography and a population of approximately 170,000 people, it would be neither feasible nor aligned with CEEP goals to have every individual household transport their own waste to a waste transfer station. Among other considerations, existing landfill and waste diversion sites are not equipped to manage this much traffic.

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| 46 | Incentivize the use of eco-friendly options for property owners | The City should consider implementing an incentive program for property owners who use eco friendly, green initiatives to help reduce their carbon footprint and lower energy needs. This will help promote a green and eco-friendly mindset amongst City residents. | \$0 |
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Status: This is complete.

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| This suggestion is not aligned with the Core Service Review's objectives. Introducing a new incentive program would not realize cost savings for the City, but may serve other policy objectives. | | | |
| 47 | Discontinue community grant funding programs | The City should consider the appropriateness of providing community grants given this is not a common service provided by other municipalities and requires City time and resource to manage and oversee grants. | \$701,000 |
| <p>Status: <u>This is complete.</u></p> <p>A five-year Value for Money review on annual community grants was presented to Council in 2023. The Auditor General's also completed an audit review on the annual grant program in 2023. As part of the 2024/2025 budget process, Council received a business case to eliminate community grants (with the exception of grants for Senior Active Living Centres) for an estimated savings of \$701k annually. No direction was received.</p> | | | |
| 55 | Rationalize the number of community halls | The City should consider rationalizing the number of community halls given the aging conditions of some of the halls, in particular those with lower utilization figures. | To be determined |
| <p>Status: <u>This is complete.</u></p> <p>There have been numerous reviews of municipal community halls. Previous studies have noted that these spaces have evolved into multipurpose spaces, used not only for community private bookings, but to support recreation and leisure programming, community gathering spaces and used for a number of municipal meetings and other functions. Previous Council direction has focused on making spaces easier to book, reducing financial barriers for community organizations to utilize community halls and improved marketing of hall spaces.</p> | | | |
| 57 | Conduct regular reviews of land use planning fees | The City does not regularly review its land use planning fees and should consider implementing periodic reviews to help assess the appropriateness of the fees in place. | \$260,000 |
| <p>Status: <u>This is complete.</u></p> <p>Staff completed a Development Fee Review with Hemson Consulting in 2022. The report found that the City's current user fee rates for development applications were well below full cost recovery rates and were only recouping 31% of the cost to process the applications. A business case to increase development application fees by 15% was approved as part of the 2023 Budget process and an additional 15% increase to the user fees was included as part of the 2024-25 Budget.</p> | | | |
| 73 | Implement bi-weekly garbage collection | The City has recently moved to a one garbage bag limit per household. The City should assess the | \$964,000 |

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| | | appropriateness of this and consider if collection should be moved to bi-weekly. | |
| Status: <u>This is complete.</u> | | | |
| This was implemented. Savings in 2021 were \$964,000. | | | |
| 77 | Explore micro transit and similar public transit models | There is an opportunity for the City to explore micro transit opportunities and consider new, flexible transit models in order to improve the efficiency and accessibility of transit services. | To be determined |
| Status: <u>This is underway.</u> | | | |
| Staff recognize there are options to extend transit services to a wider share of residents that may otherwise be a challenge to serve using traditional transit, and there is potential for using technology to produce system efficiencies. Staff included technology system requirements in a RFP currently underway for GOVA Plus specialized transit. The new contract plans for the introduction of micro/specialized transit technology, with configurability for stop-to-stop, curb-to-curb, door-to-door, or any combination of these options, according to passenger abilities and needs. With a requirement that the technology works for on-demand, paratransit, fixed and flex transit models and any combination of these, staff are looking for a technology solution that supports the transit network's expansion. | | | |
| 78 | Change service level standards for fire services | There is an opportunity for the City to review its service level standards for fire services and assess whether there are more appropriate standards to adopt. | Varies (\$4,150 per new recruit) |
| Status: <u>This is complete.</u> | | | |
| The current service level is at a minimum acceptable standard to manage the fire risk present throughout the community and to protect the property and lives of all residents. A detailed report to Community and Emergency Services Committee on December 11, 2023 outlined the potential service level changes for specific areas within the community. The report was received and recommended maintaining current Council-approved service levels. Committee accepted this recommendation and no further direction was provided related to Fire Service Level Standards. | | | |

Historical Overtime Review

| | |
|-----------------|---|
| Presented To: | Finance and Administration Committee |
| Meeting Date: | May 22, 2024 |
| Type: | Managers' Reports |
| Prepared by: | Liisa Lenz Financial Support & Budgeting |
| Recommended by: | General Manager of Corporate Services |

Report Summary

This report provides information regarding employee overtime from 2019-2023 in response to City Council resolution CC2024-03.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to operational matters and has no direct connection to the Community Energy & Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Absence of a regularly scheduled employee is the primary driver of overtime hours. Urgent repair or emergency work is also a significant driver. These situations are difficult to predict. Consequently, overtime is budgeted to ensure adequate resourcing for service delivery and in accordance with the Operating Budget Policy. Additional overtime is routinely funded by under expenditure in the salaries and benefits budget for regularly scheduled employees.

Background

The City regularly relies on staff overtime to address short term gaps in staffing such as staff absences, emergencies or unplanned staff turnover to ensure that service level objectives are being met. When developing the budget the City anticipates a full staffing complement and the use of part time and overtime hours where necessary.

During budget deliberations in December of 2023, several questions were addressed about overtime. Councillors were interested in the method for budgeting overtime hours, the reasons why overtime is necessary and which services and groups of employees are working overtime hours. This interest led to a motion requesting historical overtime data and analysis. This report responds to that request.

Analysis

Reasons for Overtime

Operating departments review staffing needs annually to ensure planning for adequate resources to manage to a set of service expectations. In some cases, this includes the need for planned overtime. These resources are reflected in the annual budget. Staff absences occur due to extended leaves for illness or injury, retirements, pregnancy or parental leaves, non-occupational illness and modified work. When absences occur additional resources are required to ensure that service expectations are met.

Cost of Overtime

When longer term gaps exist, overtime is an effective tool to address shortages and ensure service continuity. While overtime is paid at a premium (usually one and a half to two times regular rates) the cost of overtime is less than hiring additional full-time staff. Only when an employee works more than an additional 55% of their regular hours as overtime does it become more cost effective to add additional permanent staff. This was determined by comparing the incremental cost of overtime with the cost of a full time position. However, high rates of overtime are not sustainable, healthy for employees or a reliable way to staff known service requirement. This analysis does not account for non-financial costs of excessive overtime, such the strain placed on those working high quantities of overtime or decreased service continuity.

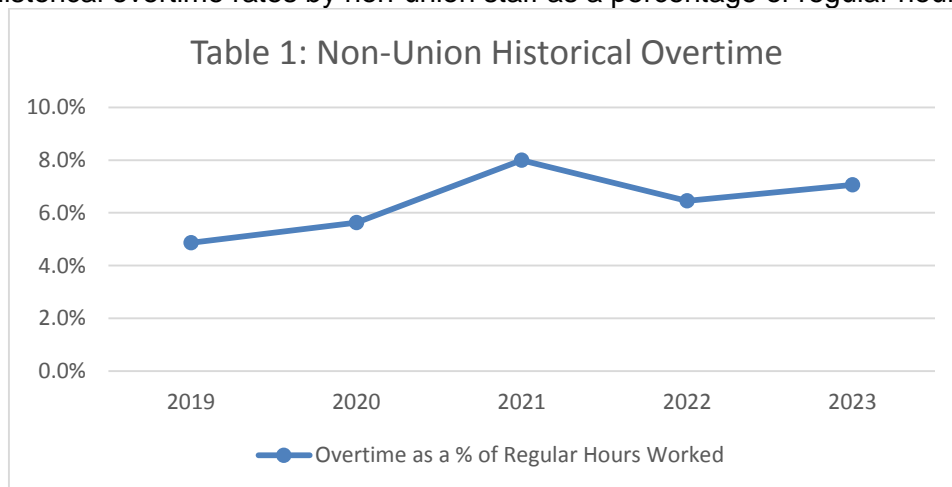
Non-Union Staff Overtime

Non-union staff regularly work overtime hours to meet service demands. Appendix A provides the reported overtime hours worked by non-union staff from 2019 to 2023. Table 1 also describes non-union overtime hours worked as a per cent of regular hours worked. Non-union overtime is not paid, and therefore has not always been recorded in the payroll system. With the introduction of the new time and attendance system, COMPASS, all overtime hours worked, paid or not paid, are recorded so that all resources required to provide services are captured.

Activity data from the COMPASS system indicates Non-union overtime hours result from:

- Supporting Special Events, Projects or Programs
- Addressing employee absences
- Addressing peak work load demands
- Responding to emergencies
- Attending council and committee meetings

Table 1 reflects historical overtime rates by non-union staff as a percentage of regular hours worked.



There are some services and specific positions within those services that account for a substantial amount of the hours and steps are being taken to ensure appropriate resourcing, use of technology and rebalancing of full time staff across the enterprise. These services are:

- Linear Infrastructure
- Housing Operations
- Building Services
- Finance Services
- Human Resources and Organizational Development
- Fire Services

Historical Overtime Budget

The budget for overtime includes only hours and related costs for unionized staff as non-union overtime is unpaid. As identified during budget deliberations, some areas have not changed the budgeted hours and costs for overtime because an assumption is made that the planned full time and part time positions will be filled and the prior year's overtime budget is sufficient based on historical experience.

The exception to this is Fire Services where a continuing demand for overtime without offsetting reductions in regular staff has resulted in increases to the Fire Services overtime budget. Due to a gap in the budget system, the budgeted hours have not been adjusted to reflect the increased budget for overtime even though the total budgeted costs have been increased gradually to better reflect anticipated overtime. Also, in the months following the 2021 interest arbitration award of 2 additional fire fighters at Station 16, overtime increased significantly while additional fire fighters were onboarded.

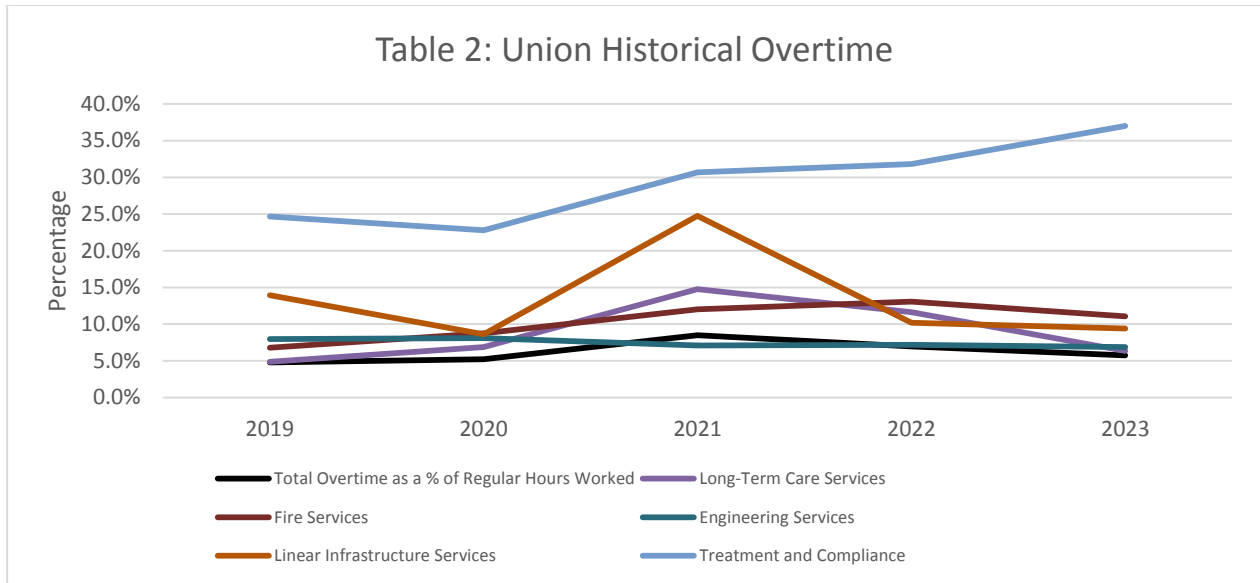
The data clearly shows that there is a relationship between staff absenteeism, the number of vacancies and a greater reliance on overtime to fill the gaps. The City's operating budget policy provides flexibility to manage within a total divisional budget. This means that unspent budget for salaries and benefits due to vacancies can be redirected elsewhere, including overtime. This provides flexibility to ensure that departments can realign resources to maintain service level standards.

Unionized Staff Overtime

Historical overtime was analyzed to determine why overtime generally occurs, what service level overtime supports, and how was it funded. The results of this review indicated that generally overtime is required to address peak demands in service delivery due to absenteeism and vacancies in full time and part time staff positions.

Appendix B provides the budgeted and actual overtime hours worked by unionized staff, including banked time, for 2019 to 2023. The data also provides the overtime hours as a per cent of regular hours worked. Appendix C provides a variance explanation for areas where the overtime hours worked as a percent of regular hours worked is greater than 5.0%.

Table 2 reflects the historical overtime by unionized staff as a percentage of regular hours worked for the overall organization, as well as areas with overtime percentages greater than 5%.



Overall the overtime worked remains manageable and is largely in response to peak demand periods within the respective service areas. Where services regularly experience high rates of overtime steps are being taken to ensure that adequate resourcing exists and where appropriate the use of technology and process improvements are reviewed to reduce the use of overtime. Overtime requirements in 2021 were primarily due to COVID-19 regulations unless otherwise described in Appendix C.

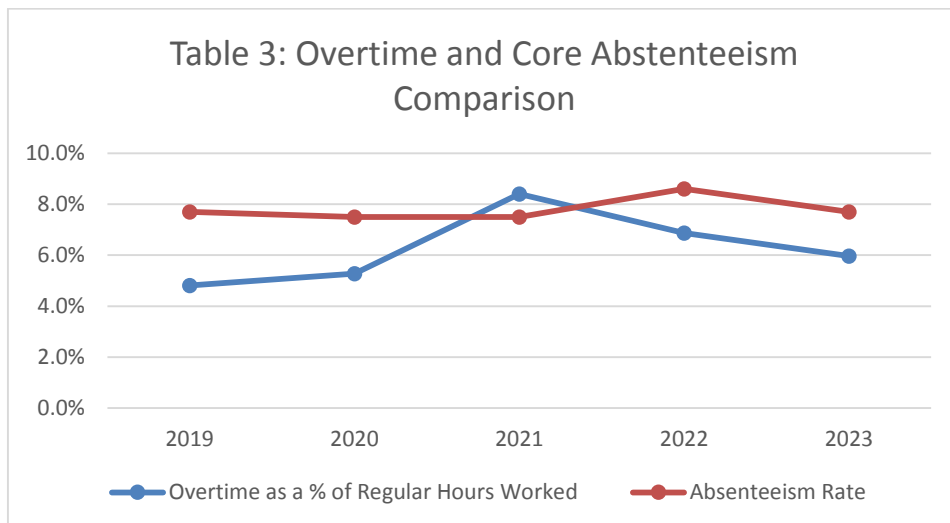
Banked Time

The ability to bank overtime for use as time off at a later date is provided with the collective bargaining agreements and is specific to the different departments in the organization. The City tracks and manages banked overtime in accordance with the language in the CBA.

Overtime and Absenteeism

Information provided in Appendix C indicates that a significant and reoccurring reason for overtime is absenteeism and vacancies in permanent staff. When individuals are absent from work, most municipal services require additional resources to meet service levels, either to meet Council approved service levels or service levels driven by a regulation or service agreement.

Table 3 reflects the annual overtime trends in comparison to annual core absenteeism.



The table above demonstrates that the need for overtime generally follows the same trends as absenteeism, with the exception of 2021 where overtime was exceptionally high staffing COVID-19 vaccination clinics.

Conclusion

The City's use of overtime is generally to address gaps in permanent staff and has historically remained at manageable levels. Budget staff will continue to review the overtime requirements with operating departments and adjust the budgeted hours and costs where necessary.

Appendix A: Non-Union Overtime

| Department | Division | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | |
|---------------------------|----------------------------------|------------------|--|------------------|--|------------------|--|------------------|--|------------------|--|
| | | Actual OT Hrs | Overtime Hours as a % of Regular Hours Worked | Actual OT Hrs | Overtime Hours as a % of Regular Hours Worked | Actual OT Hrs | Overtime Hours as a % of Regular Hours Worked | Actual OT Hrs | Overtime Hours as a % of Regular Hours Worked | Actual OT Hrs | Overtime Hours as a % of Regular Hours Worked |
| | | | | | | | | | | | |
| COMMUNITY DEVELOPMNT | CEMETERY SERV | | 0.0% | | 0.0% | | 0.0% | 40 | 2.7% | 84 | 2.9% |
| | CHILD SERVICES | | 0.0% | 172 | 3.5% | 258 | 6.4% | 49 | 1.2% | 139 | 2.5% |
| | G.M. OFFICE | | 0.0% | 45 | 0.9% | 137 | 3.2% | 67 | 1.5% | 139 | 3.2% |
| | HOUSING SUMMARY | 1,321 | 4.8% | 1,782 | 6.2% | 2,210 | 8.2% | 2,577 | 9.4% | 2,670 | 9.5% |
| | LEISURE REC SUM | 3,013 | 2.0% | 3,318 | 3.7% | 3,829 | 4.7% | 5,012 | 3.8% | 4,034 | 2.8% |
| | LT CARE SENIOR SERV | 234 | 0.4% | 246 | 0.4% | 2,128 | 3.6% | 1,330 | 2.0% | 3,882 | 5.9% |
| | SOCIAL SERVICES SUM | 3 | 0.0% | 3 | 0.0% | 1,315 | 10.5% | 188 | 1.6% | 147 | 1.1% |
| | TRANSIT SUMMARY | 3,086 | 10.2% | 1,077 | 4.9% | 1,772 | 9.2% | 1,484 | 6.6% | 1,365 | 5.8% |
| | Total | 7,657 | 2.7% | 6,641 | 3.0% | 11,648 | 5.6% | 10,746 | 4.0% | 12,458 | 4.3% |
| COMMUNITY SAFETY | C.S. G.M.'S OFFICE | | 0.0% | | 0.0% | 1,518 | 34.2% | 959 | 17.7% | 660 | 13.3% |
| | EMERGENCY MED SERV | 582 | 3.4% | 481 | 2.7% | 2,916 | 14.4% | 1,343 | 6.5% | 1,153 | 5.5% |
| | EMERGENCY MNGT. FIRE SERVICES | | 0.0% | | 0.0% | 2,624 | 32.8% | 2,053 | 20.4% | 2,112 | 25.5% |
| | Total | 582 | 1.8% | 481 | 1.6% | 7,058 | 21.6% | 4,354 | 11.7% | 3,925 | 11.0% |
| CORPORATE SUMMARY | OTHER REV AND EXP | | 0.0% | 5,969 | 250.6% | 2,819 | 4.3% | 104 | 0.5% | | 0.0% |
| | Total | | 0.0% | 5,969 | 250.6% | 2,819 | 4.3% | 104 | 0.5% | | 0.0% |
| CORPORATE SERVICES | ASSETS AND FLEET | 1,936 | 9.1% | 1,789 | 8.4% | 1,706 | 8.7% | 1,357 | 7.0% | 1,367 | 7.1% |
| | CORP. SERVICES | | 0.0% | | 0.0% | | 0.0% | 104 | 4.0% | 306 | 21.8% |
| | FINANCIAL SERVICES | 2,508 | 7.3% | 2,642 | 8.3% | 4,448 | 13.7% | 4,232 | 11.5% | 3,889 | 10.8% |
| | HUMAN RESOURCES-OD | 431 | 1.0% | 1,190 | 2.9% | 4,865 | 12.2% | 5,432 | 11.1% | 4,887 | 9.6% |
| | INFORMATION TECHN. | 167 | 1.5% | 52 | 0.4% | 47 | 0.4% | 248 | 2.1% | 602 | 5.4% |
| | LEGAL & CLERKS SERV | 45 | 0.3% | 19 | 0.1% | | 0.0% | 183 | 1.3% | 506 | 3.5% |
| | SECURITY AND BY-LAW | | 0.0% | | 0.0% | | 0.0% | 253 | 5.9% | 1,294 | 24.2% |
| | Total | 5,087 | 3.9% | 5,692 | 4.4% | 11,065 | 8.7% | 11,809 | 8.6% | 12,849 | 9.3% |
| ECON DEV SUM | ECONOMIC DEVELOPMENT | 119 | 0.6% | 90 | 0.4% | 112 | 0.5% | 662 | 2.7% | 2,077 | 8.3% |
| | MUSEUMS | | 0.0% | | 0.0% | | 0.0% | | 0.0% | | 0.0% |
| | Total | 119 | 0.5% | 90 | 0.4% | 112 | 0.5% | 662 | 2.7% | 2,077 | 7.8% |
| EXECUTIVE AND LEGISLATIVE | COUNCIL EXPENSES | | 0.0% | | 0.0% | | 0.0% | 29 | 1.0% | 87 | 3.4% |
| | AUDITOR GENERAL | | 0.0% | | 0.0% | | 0.0% | | 0.0% | | 0.0% |
| | OFFICE OF THE MAYOR | | 0.0% | | 0.0% | | 0.0% | | 0.0% | | 0.0% |
| | OFFICE OF THE CAO | 96 | 0.8% | 184 | 1.6% | 1,489 | 13.9% | 1,591 | 11.1% | 1,609 | 8.7% |
| | Total | 96 | 0.4% | 184 | 0.8% | 1,489 | 7.4% | 1,620 | 6.9% | 1,696 | 5.6% |
| GROWTH AND INFRASTRUCTURE | BUILDING SERVICES | 1,071 | 13.5% | 1,280 | 16.1% | 1,331 | 18.7% | 1,209 | 17.2% | 909 | 11.1% |
| | ENGINEERING SERV | 2,836 | 15.2% | 2,494 | 11.8% | 2,360 | 13.3% | 1,740 | 9.8% | 1,597 | 8.6% |
| | ENVIRONMENT SERV SUM | 386 | 3.7% | 249 | 2.6% | 225 | 2.6% | 433 | 5.0% | 1,712 | 18.3% |
| | GROWTH I.S. OTHER | | 0.0% | | 0.0% | | 0.0% | 13 | 0.5% | 192 | 6.4% |
| | INFRASTRUCTURE CAP | 460 | 3.7% | 276 | 2.3% | 369 | 2.8% | 305 | 2.2% | 309 | 2.5% |
| | LINEAR INF MAINT | 10,163 | 27.2% | 7,403 | 20.7% | 7,952 | 23.2% | 7,610 | 22.3% | 7,726 | 20.4% |
| | PLANNING DEVELOPMENT | 1,324 | 3.1% | 938 | 2.9% | 1,421 | 4.2% | 1,232 | 3.3% | 1,207 | 3.2% |
| | TREATMENT & COMPLIAN | 2,016 | 9.6% | 539 | 2.4% | 1,387 | 6.0% | 713 | 3.1% | 898 | 3.5% |
| | W WW SUM | 8 | 0.0% | | 0.0% | | 0.0% | | 0.0% | | 0.0% |
| | Total | 18,264 | 11.9% | 13,179 | 9.1% | 15,044 | 10.6% | 13,255 | 9.2% | 14,550 | 9.5% |
| Total | | 31,804 | 4.9% | 32,237 | 5.6% | 49,235 | 8.0% | 42,549 | 6.4% | 47,554 | 7.1% |

Appendix B: Union Overtime

| Department | Division | 2019 | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | |
|------------------------------|----------------------|---------------|----------------|---|---------------|----------------|---|---------------|----------------|---|---------------|----------------|---|---------------|----------------|---|
| | | Budget OT | Actual OT | Overtime Hours as a % of Regular Hours Worked | Budget OT | Actual OT | Overtime Hours as a % of Regular Hours Worked | Budget OT | Actual OT | Overtime Hours as a % of Regular Hours Worked | Budget OT | Actual OT | Overtime Hours as a % of Regular Hours Worked | Budget OT | Actual OT | Overtime Hours as a % of Regular Hours Worked |
| | | Hrs | Hrs | | Hrs | Hrs | | Hrs | Hrs | | Hrs | Hrs | | Hrs | Hrs | |
| COMMUNITY DEVELOPMNT | CEMETERY SERV | | 468 | 3.9% | | 377 | 2.9% | | 486 | 3.6% | | 774 | 5.4% | | 946 | 7.3% |
| | CHILD SERVICES | | 57 | 0.3% | | 185 | 1.1% | | 162 | 0.8% | | 107 | 0.6% | | 143 | 0.8% |
| | G.M. OFFICE | | | 0.0% | | | 0.0% | | | 0.0% | | | 0.0% | | | 0.0% |
| | HOUSING SUMMARY | | 374 | 3.9% | | 3,072 | 5.1% | | 2,827 | 4.5% | | 3,408 | 5.5% | - | 3,478 | 5.8% |
| | LEISURE REC SUM | 3,152 | 5,589 | 1.9% | 3,152 | 4,222 | 2.1% | 3,152 | 6,132 | 2.8% | 3,152 | 10,305 | 3.9% | 3,152 | 10,322 | 3.6% |
| | LT CARE SENIOR SERV | | 29,072 | 4.9% | | 41,512 | 6.9% | | 87,745 | 14.7% | | 72,402 | 11.6% | | 44,648 | 6.4% |
| | SOCIAL SERVICES SUM | | 126 | 0.1% | | 129 | 0.1% | | 461 | 0.5% | | 199 | 0.2% | | 90 | 0.1% |
| | TRANSIT SUMMARY | 3,458 | 11,612 | 5.1% | 7,027 | 7,096 | 3.1% | 7,063 | 8,263 | 3.5% | 6,802 | 7,589 | 3.2% | 6,802 | 10,758 | 4.6% |
| | Total | 6,610 | 47,298 | 3.7% | 10,179 | 56,590 | 4.6% | 10,215 | 106,077 | 8.5% | 9,954 | 94,783 | 7.3% | 9,954 | 70,384 | 5.0% |
| COMMUNITY SAFETY | C.S. G.M.'S OFFICE | | 28 | 0.4% | | 18 | 0.2% | | 249 | 2.9% | | 356 | 4.3% | | 32 | 0.4% |
| | CLELC SECTION | | - | 0.0% | | - | 0.0% | | | 0.0% | | | 0.0% | | | 0.0% |
| | EMERGENCY MED SERV | 4,266 | 15,953 | 5.1% | 4,266 | 16,282 | 4.9% | 4,266 | 17,841 | 4.9% | 4,266 | 23,402 | 6.5% | 4,266 | 24,842 | 6.7% |
| | EMERGENCY MNGT. | | 41 | 2.3% | | 23 | 1.5% | | 498 | 31.3% | | | 0.0% | | | 0.0% |
| | FIRE SERVICES | 6,958 | 22,366 | 6.8% | 6,958 | 28,527 | 8.8% | 6,958 | 39,844 | 12.0% | 6,958 | 42,670 | 13.1% | 6,958 | 35,499 | 11.0% |
| | Total | 11,224 | 38,389 | 5.9% | 11,224 | 44,849 | 6.7% | 11,224 | 58,432 | 8.3% | 11,224 | 66,427 | 9.6% | 11,224 | 60,372 | 8.6% |
| CORPORATE SUMMARY | OTHER REV AND EXP | | - | - | | 8,297 | 815.0% | | 2,222 | 162.3% | | 181 | 23.1% | | | 0.0% |
| | Total | | | | | 8,297 | 815.0% | | 2,222 | 162.3% | | 181 | 23.1% | | | 0.0% |
| CORPORATE SERVICES | ASSETS AND FLEET | 1,506 | 4,884 | 4.0% | 2,306 | 4,035 | 3.4% | 2,306 | 3,323 | 2.9% | 2,306 | 4,091 | 3.4% | 2,306 | 5,031 | 4.4% |
| | FINANCIAL SERVICES | 1,284 | 2,949 | 3.6% | 1,164 | 2,628 | 3.1% | 1,214 | 3,155 | 3.8% | 1,214 | 3,963 | 4.8% | 1,214 | 3,732 | 4.2% |
| | HUMAN RESOURCES-OD | | | 0.0% | | 2 | 0.0% | | 3 | 0.0% | | | 0.0% | | 3 | 0.0% |
| | INFORMATION TECHN. | 600 | 906 | 1.8% | 600 | 1,193 | 2.2% | 600 | 1,017 | 1.8% | 600 | 1,138 | 1.9% | 600 | 1,188 | 2.0% |
| | LEGAL & CLERKS SERV | 210 | 536 | 1.5% | 210 | 290 | 1.0% | 210 | 1,260 | 4.2% | 210 | 808 | 2.9% | 210 | 664 | 2.1% |
| | SECURITY AND BY-LAW | | 416 | 1.2% | | 244 | 0.8% | | 743 | 2.0% | | 1,250 | 2.8% | | 1,072 | 2.0% |
| | Total | 3,600 | 9,691 | 3.0% | 4,280 | 8,392 | 2.6% | 4,330 | 9,499 | 3.0% | 4,330 | 11,250 | 3.4% | 4,330 | 11,690 | 3.3% |
| ECONOMIC DEVELOPMENT SUMMARY | ECONOMIC DEVELOPMENT | 250 | 358 | 2.1% | 250 | 70 | 0.4% | 250 | 68 | 0.5% | 250 | 670 | 3.3% | 250 | 1,016 | 4.3% |
| | MUSEUMS | | 139 | 2.6% | | 12 | 0.7% | | 11 | 0.4% | | 54 | 2.2% | | 58 | 2.0% |
| | Total | 250 | 497 | 2.2% | 250 | 82 | 0.5% | 250 | 79 | 0.4% | 250 | 724 | 3.2% | 250 | 1,074 | 4.1% |
| EXECUTIVE AND LEGISLATIVE | COUNCIL EXPENSES | | | 0.0% | | | 0.0% | | 2 | 0.0% | | | 0.0% | | | 0.0% |
| | OFFICE OF THE CAO | 348 | 438 | 1.4% | 406 | 367 | 1.1% | 406 | 565 | 1.6% | 406 | 596 | 1.8% | 406 | 798 | 1.8% |
| | OFFICE OF THE MAYOR | | | 0.0% | | | 0.0% | | | 0.0% | | 1 | 0.0% | | | 0.0% |
| | Total | 348 | 438 | 1.4% | 406 | 367 | 1.1% | 406 | 567 | 1.6% | 406 | 597 | 1.8% | 406 | 798 | 1.8% |
| GROWTH AND INFRASTRUCTURE | BUILDING SERVICES | | 2,194 | 6.6% | | 1,826 | 5.6% | | 2,953 | 8.3% | | 1,761 | 4.3% | | 2,486 | 5.7% |
| | ENGINEERING SERV | 2,548 | 6,107 | 8.0% | 2,548 | 5,917 | 8.1% | 2,548 | 5,119 | 7.1% | 2,548 | 4,703 | 7.2% | 2,548 | 4,571 | 6.9% |
| | ENVIRONMENT SERV SUM | | 594 | 1.3% | | 463 | 1.0% | | 1,360 | 2.6% | | 909 | 1.7% | | 465 | 0.9% |
| | INFRASTRUCTURE CAP | 100 | 166 | 0.8% | 100 | 85 | 0.5% | 100 | 273 | 1.4% | 100 | 550 | 2.5% | 100 | 336 | 1.3% |
| | LINEAR INF MAINT | | 30,880 | 13.9% | | 20,914 | 8.6% | | 59,419 | 24.8% | | 24,116 | 10.2% | | 22,466 | 9.4% |
| | PLANNING DEVELOPMENT | | 170 | 0.4% | | 24 | 0.1% | | 51 | 0.1% | | 204 | 0.5% | | 371 | 0.7% |
| | TREATMENT & COMPLIAN | | 4,261 | 24.6% | | 4,080 | 22.8% | | 5,051 | 30.7% | | 5,096 | 31.8% | | 7,302 | 37.0% |
| | W WW SUM | | 63 | 0.0% | | 57 | 0.0% | | 472 | 0.3% | | 315 | 0.2% | | 716 | 0.4% |
| | Total | 2,648 | 44,435 | 7.0% | 2,648 | 33,366 | 5.2% | 2,648 | 74,697 | 11.7% | 2,648 | 37,653 | 5.8% | 2,648 | 38,711 | 5.8% |
| Total | | 24,680 | 140,747 | 4.8% | 28,987 | 151,942 | 5.2% | 29,073 | 251,572 | 8.5% | 28,812 | 211,615 | 7.0% | 28,812 | 183,028 | 5.7% |

Appendix C: Overtime Variance Explanations

| | |
|-----------------------------|---|
| Department / Division | 1. Community Development / Cemetery Services |
| Service Level / Sub-Service | Parks and Open Space / Community Cemeteries and Mausoleums |
| Reason for Overtime | Cemetery Services has established service levels for the maximum number of interments conducted for weekday and weekend periods. Generally, overtime was required to maintain service expectations for Saturday and Sunday burials due to staffing shortages. |
| Funding Source | Overtime was mostly funded through savings in part time and full time salaries and benefits as well as premium user fees for weekend service. Any excess formed part of the year end position for the year. |

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| Department / Division | 2. Community Development / Housing Operations |
| Service Level / Sub-Service | Community Housing / Property Management Services |
| Reason for Overtime | Generally, overtime hours are required to address emergency situations and ensure timely delivery of services for the 1,848 rent geared to income units. Examples of emergency situations include fires, floods, sewer backups, heating, plumbing, and electrical repairs, life safety or building system issues, leaking roofs and basements, broken doors and windows, tenant lockouts or emergency personnel requiring access. In addition, Housing staff performs winter maintenance ie. salting, sanding and snow removal on its properties parking lots, entrances, and sidewalks. |
| Funding Source | Overtime was funded within the part time and full time salaries budget. |

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| Department / Division | 3. Community Development / Long-Term Care Services |
| Service Level / Sub-Service | Long Term Care / Resident Care |
| Reason for Overtime | Generally, overtime was required as a result of staffing absences to ensure Pioneer Manor was able to meet service level standards and operate on a 24/7 basis in order to fulfill its statutory obligation to maintain a safe and secure environment for residents. In addition, overtime was required due to the necessary return-to-work process after illness, which were aimed at ensuring resident safety and minimizing outbreaks. Furthermore, overtime was influenced by factors such as difficulty in finding suitable candidates to fill vacancies, collective bargaining agreement (CBA) language, and the alternative cost associated with contracted services such as temporary staffing agencies. |
| Funding Source | Overtime was funded through savings in full time salaries and benefits. |

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| Department / Division | 4. Community Development / Transit |
|-----------------------|------------------------------------|

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|-----------------------------|---|
| Service Level / Sub-Service | Transit / GOVA |
| Reason for Overtime | Generally, overtime was incurred to ensure uninterrupted service delivery of conventional transit services while responding to significant increases in ridership as a result of new routes and increased number of trips. The provision of transit service, without service level disruption, while navigating route variables of increased traffic congestion, construction projects, seasonal weather events and on road collisions, requires the distribution of overtime in accordance with CBA provisions. In response to Bus Operator absences such as short and long-term disability, union leaves, sick days and other CBA provisions, shift replacement of the Bus Operator ensures uninterrupted service delivery. |
| Funding Source | Overtime was funded from increased user fee revenue and savings in full time salaries and benefits. |

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| Department / Division | 5. Community Safety / Emergency Medical Services |
| Service Level / Sub-Service | Paramedic Services / Emergency Response and Medical Care |
| Reason for Overtime | Generally, overtime was required to address staff vacancies to meet service levels relating to 24/7 paramedic response. |
| Funding Source | Overtime was funded from savings in full time and part time salaries and benefits. |

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| Department / Division | 6. Community Safety / Emergency Management |
| Service Level / Sub-Service | Emergency Management Public Safety, Planning and Prevention / Community Emergency Coordination |
| Reason for Overtime | Overtime was required to meet the service level relating to 24/7 community emergency management response and ensure compliance with the Emergency Management and Civil Protection Act (EMCPA). |
| Funding Source | Overtime was funded through operational savings within Emergency Management. |

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|-----------------------------|---|
| Department / Division | 7. Community Safety / Fire Services |
| Service Level / Sub-Service | Fire Services / Fire Suppression |
| Reason for Overtime | <p>Generally, overtime was needed to meet council approved service levels relating to 24/7 fire service response and meet minimum staffing levels for operational requirements. On average, three overtime shifts are required per day to meet minimum staffing levels.</p> <p>An arbitration ruling in 2020 required four staff on the pumper at the composite station in the Valley. In order to address this arbitration award, overtime was used to ensure adequate staffing levels until additional full time staff could be hired. 2021 Report can be found here:</p> |

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| | https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=37673 In addition, increases in legislative training requirements have resulted in significant levels of overtime for training officers to meet the certification requirements while accommodating volunteer fire fighter’s regular employment schedules. 2022 Report can be found here: https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=43971 |
| Funding Source | Overtime is funded through savings in full time salaries, the remainder formed part of the year end position. |

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| Department / Division | 8. Corporate Revenues and Expenses / Other Revenues and Expenses |
| Service Level / Sub-Service | N/A |
| Reason for Overtime | Overtime reported in 2020, 2021, and 2022 are a direct result of responding to COVID 19, and the City’s partnership in the vaccination program. |
| Funding Source | Overtime was funded through safe restart funding, as well as an agreement with Public Health Sudbury and District related to the vaccination program. |

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| Department / Division | 9. Growth and Infrastructure / Building Services |
| Service Level / Sub-Service | Building Permits and Approvals / Permit Application Processing / Inspections, Inquiries and Orders |
| Reason for Overtime | Overtime is required to address peak demands during construction and building permit season as well as ensuring service level delivery. Building Services has provincially mandated turn around times for building permit issuance along with mandates for field inspections to be done within 48 hours of a request being received. |
| Funding Source | Overtime was funded through savings in full time salaries and benefits, which is in turn are funded through the building permit fees collected. The Division's Budget is designed to be free from the Levy, funded solely through these user fees. |

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| Department / Division | 10. Growth and Infrastructure / Engineering Services |
| Service Level / Sub-Service | Engineering Design and Project Delivery /Capital Project Delivery |
| Reason for Overtime | Generally, overtime within this service occurred to address peak demands during construction season along with unscheduled vacancies resulting in the need for additional overtime. With such a short and inconsistent season, overtime is needed to ensure planned projects are completed within the limited timeline and to meet our service level expectations. |
| Funding Source | Overtime was funded through savings in full time salaries and benefits. |

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| Department / Division | 11. Growth and Infrastructure / Linear Infrastructure Services |
| Service Level / Sub-Service | Roads Operations & Maintenance / Winter Roads Maintenance |
| Reason for Overtime | Overtime is predominantly due to responding to weather events to meet Ontario Regulation 239/02 - Minimum Maintenance Standards for Municipal Highways which sets minimum standards to keep roadways in the community in a state of repair. For winter maintenance, this requires the removal of snow and ice on roadways in as little as three hours for Class 1 roadways. The City's schedule for snowplow operators accounts for four hours of overtime being worked during each shift to provide continuous service on Class 1 to 3 roadways throughout the community. |
| Funding Source | Overtime formed part of the year end position each year. |

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| Department / Division | 12. Growth and Infrastructure / Treatment & Compliance |
| Service Level / Sub-Service | Water and Wastewater Services / Water Treatment and Wastewater Network Management |
| Reason for Overtime | Generally, overtime is required to respond to weather events, spring runoffs and equipment breakdowns to meet service level standards of clean drinking water. |
| Funding Source | Overtime was funded through savings in full time and part time salaries and benefits as well as water/wastewater user rates. |