

2022 CAO Performance Objectives

Presented To:	Finance and Administration Committee
Meeting Date:	March 29, 2022
Type:	Managers' Reports
Prepared by:	Ed Archer CAO's Office
Recommended by:	Chief Administrative Officer

Report Summary

This report provides a recommendation regarding the Chief Administrative Officer's 2022 performance objectives.

Resolution

THAT the City of Greater Sudbury approves the 2022 performance objectives in accordance with the annual process established for managing the Chief Administrative Officer's performance as outlined in the report entitled "2022 CAO Performance Objectives", from the Chief Administrative Officer presented at the Finance & Administration Committee meeting on March 29, 2022.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

Fulfilling the 2022 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 is on Goal 1.5 – "Demonstrate innovation and cost effective service delivery", although several planned outcomes influence progress on multiple goals within the Strategic Plan and within the CEEP.

Financial Implications

There are no financial implications associated with this report.

Background

The budget defines Council's expectations for the organization's 2022 results and establishes a basis for assessing progress. This facilitates the establishment of the CAO's 2022 performance objectives.

During the preparation of the 2022 Budget, ELT identified key deliverables that reflected its understanding of efforts required this year to fulfill Council's strategic directions, sustain organizational change initiatives and promote innovation.

There are at least eight priorities that will require a shared enterprise-wide focus, and close collaboration among the Executive Leadership Team:

- Demonstrate Progress on the Community Energy and Emissions Plan
- Continue Implementing the Customer Service Strategy
- Lead the Development of Council's Large Projects
- Promote innovation and lead effective change
- Ensure effective asset renewal occurs
- Provide advocacy advice and deliver effective community outreach
- Continue the evolution of the corporation's Enterprise Risk Management processes
- Monitor Covid-19 community support requirements and assign resources as required

Within each of these priorities the Executive Leadership Team anticipates, among other outcomes, the corporation's performance will:

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

Further, there are business cases approved in the 2022 Budget that require executive oversight and collaboration.

Analysis

2022 Objectives

The following table describes expected outcomes in 2022 for each of the above-noted priorities:

Objective	Expected Outcome(s)
Demonstrate Progress on the Community Energy and Emissions Plan	<ul style="list-style-type: none">• Administrative policies and processes reflect further integration of CEEP objectives into routine workflows• Performance indicators show progress toward CEEP objectives
Continue Implementing the Customer Service Strategy	<ul style="list-style-type: none">• One-Stop Shop at TDS opens with services that reflect successful staff cross training efforts, enriched job experiences for front-line employees and demonstrated enterprise-wide efficiency improvements• Community engagement and branding efforts produce opportunities for positive, proactive interactions with citizens and businesses• Customer Service training plan for staff resumes
Lead the Development of Council's Large Projects	<ul style="list-style-type: none">• Junction East – bring recommended design and financial plan to Council for approval

Objective	Expected Outcome(s)
	<ul style="list-style-type: none"> • Event Centre – continue to advance project as directed by Council and provide recommendations to Council on identified decision points • Junction West – report to Council on recommendations on re-initiation of project • Place des Arts – continue to support group through project completion and facility opening
Promote innovation and lead effective change	Reach intended milestones on: <ul style="list-style-type: none"> • COMPASS • Human Capital Management Plan • Land Management Information System • Automated Meter Infrastructure • Rural and Northern Immigration Pilot • Communications Strategy • Public performance reporting
Ensure effective asset renewal occurs	<ul style="list-style-type: none"> • Progress on Pioneer Manor, Therapeutic Pool and Supportive Housing projects occurs at expected pace • An assessment of office space needs exists that reflects remote work implications and lessons learned from operations during the pandemic
Provide advocacy advice and deliver effective community outreach	<ul style="list-style-type: none"> • Senior governments and local stakeholders have an opportunity to understand City Council's position on priority issues • Indigenous relations and collaboration efforts are supported with sufficient staff resources
Continue the evolution of the corporation's Enterprise Risk Management processes	<ul style="list-style-type: none"> • Progress continues on implementing the corporation's asset management strategy • An updated enterprise risk assessment exists • Routine workflows further demonstrate integration of strategic priorities with operations • A transition and orientation plan is ready for the next City Council
Lead the administration's Covid-19 support efforts, as required	<ul style="list-style-type: none"> • Local indicators are monitored to routinely assess response needs • "Return to office" plans and related adjustments to administrative policies, work schedules and space utilization plans successfully address service requirements and employee expectations • Regular dialogue with community stakeholders is maintained to assess risk and assign appropriate resources as required

Subject to Council's approval of these objectives, each executive team member will also identify them, as applicable, in their personal performance plans as significant objectives. It is important to note that the priority projects described here are not the only projects that will proceed in 2022, but they are projects that require extensive collaboration across the organization. Consistent with prior periods, a list of Key Projects and their status will be included with each quarterly update.

Covid-19 Risk Is Reduced, But It Is Not Zero

Like in 2020 and 2021, planned results can be significantly influenced by the presence of the Covid-19 virus. The CAO is also the Chair of the Community Control Group (CCG), which is part of the governance structure included in Greater Sudbury's Community Emergency Response Plan. The CCG has been meeting at least weekly since January 2020, first to monitor global events related to the Covid-19 response and, when the virus made its way to Greater Sudbury, as frequently as daily to coordinate resources and share information among stakeholders.

While society is currently relaxing or removing protective controls that have been in place for much of the last two years, the virus is still present. Currently, no one can predict with certainty when society's exposure to Covid reaches a rate where it no longer presents a public health risk. Collaboration with community leaders will continue so that timely information sharing can occur and assessments are made about the need for reassigning municipal resources to minimize the risk/impact of further disruption from the Covid-19 virus.

Next Steps

Your CAO and the entire Executive Leadership Team used the opportunity provided by the Covid-19 pandemic as a catalyst for sustained, positive change in the corporation's performance, and the objectives described here for 2022 reflect the efforts required to support those changes. We intend to proactively manage risks so that City Council has new and increased opportunities for providing direction about how it wants to manage them. We expect to focus on managing change so that the corporation remains well positioned to deliver Council's desired outcomes, and maintain awareness about possibilities that could improve results.

Quarterly reporting to Council will continue. These reports will include information to support performance assessments and understand whether planned results will be delivered.

Resources Cited

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