

2022 CAO Performance Objectives and Third Quarter Performance

Presented To:	City Council
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Type:	Presentations
Prepared by:	Ed Archer CAO's Office
Recommended by:	Chief Administrative Officer

Report Summary

This report describes the status of CAO performance objectives and corporate performance up to September 30, 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 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 third quarter. City Council approved the Chief Administrative Officer's performance objectives at its April 12, 2022 meeting, following initial review and approval at the March 29, 2022 Finance and Administration Committee meeting. These objectives address eight priorities that require a shared enterprise-wide focus and close collaboration among the Executive Leadership Team:

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

Analysis

Status of 2022 Objectives

The table in **Appendix A** describes the status of CAO performance objectives at the end of the third quarter.

Operating Performance to September 30

Appendix B presents the corporate balanced scorecard and the status of key projects as at September 30. Throughout the first and second quarters Directors developed divisional scorecards to augment the corporate reporting that's been underway for the last several years. These scorecards require further development and will be integrated into a variety of public reporting and accountability processes. This supports one of the CAO performance objectives and is an evolution in the corporation's transparency and accountability reporting efforts. Among the noteworthy highlights from the first nine months of 2022 operations:

- The corporation successfully completed its return to the workplace plan. This included hybrid work routines for approximately 200 employees, and fully remote processes for a further 200 employees.
- The corporation received \$1.75 million from the province to streamline development approvals; since plans were already underway to make several process improvements via the Land Management Information System and One-Stop Shop projects, this funding enabled the [identification](#) of further improvements that strengthen ongoing efforts to improve residential development approval processes
- Council approved a [Homelessness Prevention Program and Investment Plan](#) that included three elements: Community Homelessness Prevention Initiatives, the Home for Good Program and the Strong Communities Rent Supplement Program
- Progress on Council's Large Projects proceeded on schedule with a significant update about Junction East presented at a [special City Council meeting May 3](#); Council reached the scheduled decision point regarding the Event Centre Request for Proposals and [decided](#) to stop the project at its July meeting when the submitted proposals indicated a substantial budget increase was required to continue the project
- Council approved a [Supplemental Road Rehabilitation Program](#) that identified \$6 million worth of road repair and renewal work in response to harsh seasonal freeze/thaw cycles
- Council approved a [Community Housing Renewal Strategy](#) addressing capital renewal needs
- The Finance & Administration Committee received an update to its 10-year [Long Term Financial Plan](#) which described the corporation's financial condition and potential financing strategies for the next ten years
- The Operations Committee updated the corporation's [Sidewalk Priority Index](#). Public consultation on [draft Complete Streets Guidelines](#) commenced in the third quarter.
- Council adopted an [Automated Speed Enforcement Program](#). To further enhance road safety, the corporation's [Red Light Cameras](#) went live in September, with six cameras in use across the city.
- Consistent with Council's Community Energy and Emissions Plan, the corporation [celebrated the 10 millionth tree planted in our city](#). Joined by Prime Minister Trudeau, Dr. Jane Goodall and community leaders at an event held at Bell Park to mark the occasion, the extensive community collaboration required to achieve this milestone was widely recognized. Dr. Goodall's participation in Greater Sudbury's greening story continues with her partnership with Science North for the upcoming IMAX

film "Reasons for Hope", which will celebrate and tell the story of Greater Sudbury's greening achievements.

- Planned results were achieved for the corporation's enterprise change projects – COMPASS and the Human Capital Management Plan. COMPASS is live and on schedule. As at September 30, there were over 400 employees using online, real-time reporting for time, activity and attendance information (at the time of writing, there are over 600 employees using the new tool). This automates several manual processes and provides new information about staff service efforts. The Human Capital Management Plan has several initiatives underway that, generally, further strengthen the corporation's capacity for managing its relationship with employees and positions it as an employer of choice.
- Progress on the Automated Meter Infrastructure project is meeting revised project milestones, with over 50.7% meters installed to date. The online customer portal will be ready for use in the fourth quarter, as planned.
- The Land Management Information System project remains behind schedule due to contractor and staff resource availability challenges. Staff are actively managing the relationship with the contractor to advance the work and are developing alternate approaches to fulfill the project's requirements.
- Intergovernmental relations efforts were the focus during the corporation's attendance at the 2022 AMO Conference. In a series of personal meetings with provincial Ministers, Mayor Bigger and senior staff [advocated for several priorities](#) important for Greater Sudbury.
- Transit ridership and on-time performance demonstrate positive performance trends. Ridership reached 887,000 trips in the third quarter, which is 147% of the Q3 2020 level. **90% on-time performance** remained strong in the third quarter, emulating results reported in Q1 and Q2.
- In 311, first call resolution was **75%**, and **73%** of calls to residents requesting updates on the status of their service request were completed within the expected response time. Our One-Stop Shop managed 3,081 in-person requests during the third quarter (7,582 year-to-date).
- Innovation Quarters, a new business incubator space located downtown, is now open. It will create a hub of economic activity in Greater Sudbury through the provision of resources and services that support early-stage, innovative, high growth potential business startups across a spectrum of sectors and industries.
- Recruitment and selection of Municipal Law Enforcement Officers was completed in the second quarter, signalling the adoption of service levels that were formally established in the 2022 operating budget and marking the end of the downtown security pilot project. Along with additional camera technology and ongoing collaboration with Greater Sudbury Police Service, these officers have produced security improvements at TDS, the Transit Depot, in social housing facilities and parks.

Among the key projects underway, several include noteworthy innovations and the potential for transformational change. These include:

- COMPASS – a project to standardize administrative processes for capturing and analyzing staff time, activity and attendance data that will improve workload management, service costing and enable further analysis of potential process improvements or service changes
- Human Capital Management Plan – a project to ensure the corporation has the right set of policies and processes that position it as an “employer of choice”
- Land Management Information System – a project to modernize workflows associated with various

land and building development processes

- Automated Meter Infrastructure – a project to enhance the corporation’s and its customers’ abilities to manage water use throughout the community by installing water meters and related technology that provides continuous, real-time consumption information and automates several elements of the water billing process
- Indigenous Relations – a project that enables meaningful relationships with indigenous peoples, First Nations and Indigenous Service Agencies that changes how the corporation collaborates with and demonstrates respect for our local indigenous community

More details about these projects are in **Appendix D**.

Status of Key Enterprise Risks

In accordance with the corporation’s Enterprise Risk Management processes, this quarterly report presents an opportunity to review 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.

As previously noted in several meetings, staff identified nine key risks that, at an enterprise level, deserve regular monitoring due their potential impact on the corporation’s finances and/or operations. For convenience, they are presented in **Appendix C**, which includes a current assessment of their likelihood, potential impact and risk level.

While not a key enterprise risk, ELT has been managing the operating risk presented by current rates of wage and price inflation. This increases the risk that service levels will be unmet, particularly in leisure services, long term care and among our contractors due to increased staff turnover, unsuccessful competitive bid processes or ongoing supply chain disruptions. Our response includes redeploying staff to support key initiatives where required, modifying recruiting policies and processes to increase the potential candidate pool for vacant positions, and continuing to monitor the results of competitive bid processes.

Covid-19 Monitoring Continues

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. As previously reported the CCG has been meeting regularly since January 2020. In the past quarter, the meeting schedule changed to an “as required” frequency in recognition of changes to provincial mandates. The schedule for updates to City Council and staff also changed in the second quarter, from daily to twice per week. Staff provided a [report](#) in the second quarter describing corporate pandemic recovery plans and that highlighted the service innovations adopted by the corporation resulting from its pandemic experience.

Next Steps

A brief presentation will be provided during the open portion of the November 8 City Council meeting to demonstrate appropriate transparency and accountability, and to facilitate public discussion about the corporation’s second quarter performance.

Reference

July 12, 2022: **2022 CAO Performance Objectives and Third Quarter Performance** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=47072>

April 19, 2022: **2022 CAO Performance Objectives and First Quarter Performance** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=44002>

March 29, 2022: **2022 CAO Performance Objectives.** <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=43651>

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: Status of CAO Performance Objectives

Objective	Expected Outcome(s)	Status at September 30, 2022
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 	<ul style="list-style-type: none"> Capital prioritization processes and bid specifications, where appropriate, reflect an emphasis on contributions to CEEP objectives Four sector working groups established: 1) EV Working Group 2) Communications Working Group 3) Efficient Buildings Working Group 4) Industrial Working Group Work continues on developing sufficient, appropriate indicators to describe the status of 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 	<ul style="list-style-type: none"> One-Stop Shop Construction complete; the service became fully operational in the first quarter Community engagement and branding efforts underway and include engagement opportunities via “Over to You”, the corporation’s engagement portal as well as the “Hit Refresh” campaign designed to attract mobile/remote workers to Greater Sudbury Customer Service Training plan for staff resumed as planned and remains underway
Lead the Development of Council’s Large Projects	<ul style="list-style-type: none"> Junction East – complete design phase and present a decision to Council Event Centre – produce reports in Q2 as directed by Council Junction West – maintain awareness of market conditions and prepare for some form of public solicitation Place des Arts – support facility opening 	<ul style="list-style-type: none"> Junction East design phase completed and presented to Council May 3 and June 28; Council amended the budget, directed staff to proceed with detailed design, issue bid documents and proceed with construction Event Centre reports produced as directed, including a recommended direction regarding a preferred construction proponent, a Project Completion Agreement and an estimate from MPAC of potential property tax implications from the Kingsway Entertainment District; the RFP successfully closed with two of three qualified bidders submitting proposals; Council

Objective	Expected Outcome(s)	Status at September 30, 2022
		<p>directed the project be stopped due to the budget increase required for its continued development</p> <ul style="list-style-type: none"> • Junction West – recommendation presented June 28 to Council regarding the project’s status; Council decided to stop the project • Place des Arts – facility has successfully opened; organization is completing final reporting for release of holdback funding allocation of \$500,000.
<p>Promote innovation and lead effective change</p>	<p>Reach intended milestones on:</p> <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 	<ul style="list-style-type: none"> • COMPASS and Human Capital Management Plan are on schedule; COMPASS is live, currently with over 400 users • Land Management Information System and Automated Meter Infrastructure projects are behind schedule, due to staff availability constraints among both contractors and staff • Rural and Northern Immigration Pilot brought over 500 newcomers and their family members to date; Greater Sudbury was approved for 62 additional RNIP allocations for 2022; support for Ukrainians displaced by war/relocated to Greater Sudbury is ongoing • Communications Strategy continues to be implemented, with a focus in Q2 and Q3 on staff customer service training • Online corporate performance dashboard is now live, further evolution is underway to include divisional performance reporting
<p>Ensure effective asset renewal occurs</p>	<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 	<ul style="list-style-type: none"> • Pioneer Manor – awaiting provincial approval on design • Therapeutic Pool – An Over To You page was created to update the public on project status. Staff anticipate completing the schematic design by the end of July 2022, and awarding the construction tender by end of Q3 or early Q4. • Supportive Housing – bid document issued

Objective	Expected Outcome(s)	Status at September 30, 2022
<p>Provide advocacy advice and deliver effective community outreach</p>	<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 	<ul style="list-style-type: none"> • Office Space Needs Assessment underway and expected to be complete by the end of Q3 • Advocacy messages issued from the Mayor’s Office align with Ontario Big City Mayors and Mayors and Regional Chairs of Ontario messages • Local MPs briefed regarding the status of various files including Large Projects, Supervised Consumption, Supportive Housing, Rural & Northern Immigration Pilot program and Ukrainian resettlement • Supported Mayor Bigger to advocate for Greater Sudbury via personal meetings at the annual AMO conference • Indigenous Relations Coordinator position established and recruitment is underway • Diversity, Inclusion and Equity training for staff is underway
<p>Continue the evolution of the corporation’s Enterprise Risk Management processes</p>	<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 	<ul style="list-style-type: none"> • Long Range Financial Plan update presented to the Finance & Administration Committee June 21 • Capital Project prioritization tool updated to reflect emphasis on CEEP, strategic plan alignment and enterprise risk • Transition planning for a new City Council is underway, facilitated by a staff committee chaired by the Chief Administrative Officer
<p>Lead the administration’s Covid-19 support efforts, as required</p>	<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 	<ul style="list-style-type: none"> • Covid-19 monitoring continues; CCG meeting frequency changed to “as required” in consideration of provincial mandate changes and local conditions; regular and direct contact with public health, HSN and GSPS leadership continues to ensure awareness of local conditions remains current and complete • “Return to office” plans successfully implemented, with approximately 200 staff working in hybrid work arrangements and approximately 200 in fully remote work

Objective	Expected Outcome(s)	Status at September 30, 2022
	<ul style="list-style-type: none"><li data-bbox="680 237 1260 337">• Regular dialogue with community stakeholders is maintained to assess risk and assign appropriate resources as required	arrangements, all in accordance with the corporation's remote work policy; "Disconnecting from Work" policy introduced in Q2 in accordance with provincial requirements and a focus on employee wellness

Appendix B: Third Quarter Corporate Performance Scorecard (as at September 30, 2022)

	Q3 2019	Q3 2020	Q3 2021	Q3 2022
Financial Indicators				
Credit Rating	AA, Stable	AA, Stable	AA, Stable	AA+, Stable
Value of Competitive Bid Process	\$1,821,838	\$2,316,199	\$1,824,747	\$4,581,316
% of Capital Funds Committed or Spent	N/A	59%	69%	63%
Value of Outstanding Property Taxes	N/A	N/A	2.6%	3.1%
Debt: Reserve Ratio	0.48	2.0	1.61	1.97
Debt: Revenue Ratio	0.12	0.11	0.4	0.37
Customer Service				
Transit Action Plan- Sunday Ridership	N/A	55,274	57,140	95,403
Transit Action Plan - Ridership	N/A	606,900	620,300	887,419
Transit Action Plan - On-time Performance	N/A	90%	92%	90%
First Call Resolution Rate	70%	74%	77%	75%
Citizen Satisfaction	92%	92%	92%	N/A

	Q3 2019	Q3 2020	Q3 2021	Q3 2022
% of Services Available Online	N/A	76%	109%	139%
% of Callbacks within Expected Response Time	70%	84%	54%	73%
# of Public Meetings/Input Opportunities	30	12	4	8
Tax payers registered for PAP	48.7%	49.9%	49.6%	49.5%
Development Applications Processed within legislative benchmarks	84.4%	81.2%	58%	85%
% of New Development in Settlement Area				
Residential Units	76.7%	80.9%	72.3%	81.2%
Non-residential development	87.0%	55.3%	75.9%	41.9%
Serviced Employment Land Available (hectares)	172.4	172.4	172.4	172.4
New Non-residential Development (sq ft)	54,104	62,862	56,718	22,981
Diversion of Organic Materials	4,000,000 kg	7,501,977 kg	3,781,715 kg	3,454,376 kg
% of social housing wait list placed annually	9.5%	6.1%	9.8%	10.1%
Number of social housing units per 1000 households	58	57.5	55.9	53.7
Social housing admin operating costs per unit	\$81.37	\$69.30	\$83.06	\$98.09

	Q3 2019	Q3 2020	Q3 2021	Q3 2022
Percentage of caseload with employment earnings	10.12%	5.26%	6.74%	7.85%
Average monthly employment earning per case	\$805	\$1100	\$992	\$788
Program utilization rate - registered programs	75%	N/A	N/A	55%
Average Fire Response Time				
Career	00:05:49	00:05:21	00:07:45	00:07:53
Volunteer	00:11:23	00:10:19	00:15:09	00:13:15
Paramedic Response Times				
CTAS1 - Standard <8 min. 80% of the time	00:11:18	80%	75%	77%
CTAS2- Standard <10 min. 85% of the time	NA	86%	85%	83%
CTAS3- Standard <15 min. 85% of the time	00:10:22	96%	96%	96%
CTAS4- Standard <15min. 85% of the time	00:07:13	97%	97%	96%
CTAS5- Standard <15 min. 85% of the time	NA	99%	98%	96%
Employee Perspective				
Employee Turnover	2.7%	1.25%	1.14%	1.51%

	Q3 2019	Q3 2020	Q3 2021	Q3 2022
Lost Time Due to Injury (LTIF)	3.96	3.72	1.5	18.29
Lost Time Due to Injury (LTIF) – Non COVID	N/A	N/A	N/A	5.11
Lost Time Injury Severity (LTIS)	26.7	60.15	9.86	78.28
Lost Time Injury Severity (LTIS) – Non COVID	N/A	N/A	N/A	21.24
Lost Time Due to Injury (LTIF) - previous 12 months	N/A	3.9	3.27	14.22
Lost Time Due to Injury (LTIF) – previous 12 months – Non COVID	N/A	N/A	N/A	3.6
Lost Time Injury Severity (LTIS) - previous 12 months	N/A	147.67	138.02	153.49
Lost Time Injury Severity (LTIS) – previous 12 months – Non COVID	N/A	N/A	N/A	95.13
Internal Business Processes				
Average Days to Hire – Union	20	21.5	34	25
Average Days to Hire – Non-Union	N/A	34	31	29
Training expenditures as a % of wages and benefits	0.82%	0.39%	0.20%	0.72%
Asset Management Plan Availability	14%	18%	58%	58%

	Q3 2019	Q3 2020	Q3 2021	Q3 2022
EFT Payment Rate	79.5%	84.6%	86.7%	90.0%
Number of bids per bid call	3.3	3.7	3.9	3.4
% of Key Policies & Plans Updated in the Last 7 Years	NA	NA	N/A	74%
IT Devices per employee	1.2	1.2	1.2	1.3
# of Awards & Recognition Received	0	5	2	1

Key Projects and Status:

CAO'S OFFICE

PROJECT	STATUS
Customer Relationship Management System	The Customer Relationship Management (CRM) system project is being moved into business operations, as continuous enhancements are worked into workplans. The CRM is a foundational, enterprise system used to deliver continuous enhancements to customer service. One of the major enhancements being worked on at this time is a single-sign on web portal which will enable residents to personalize and tailor their experience, and use a single-on for various online platforms.
Customer Service Strategy Implementation	Over the past quarter we have extended case types for the existing 24 service areas currently configured to use the Customer Relationship Management system (CRM). This has further streamlined inquiries and processes. In July 2022, we re-launched our Corporate Customer Service training, with 20 in person training sessions scheduled for 2022. The One Stop Services counter at Tom Davies Square continue to welcome residents to our new and improved space. Expanding the services offered at the One Stop Services will continue throughout the remainder of 2022. Enhanced wayfinding signage for the One Stop Services is slated to be complete by the end of 2022. A team of staff are transferring knowledge and front line customer service duties to the one stop shop to maximize the number of service transactions that can be performed there, which aligns with the service offerings at all citizen services centres.
Enhanced Communications	The CityConnect newsletter is scheduled to resume in Q4 of 2022. At the beginning of the pandemic, it was determined that the newsletter was not the right tool for ever-changing information and that it was necessary to eliminate barriers created by subscriptions. With services generally back to pre-pandemic levels, this communications medium is ready to resume, but we are taking the opportunity to revisit the format and process to align with current practices. Work is currently underway to research leading practices to develop an improved approach that best serves our residents.
Communication Review	The CGS COVID-19 response continued to require significant Communications resources into Q1 of 2022, which delayed the implementation of some more formal implementation goals. In 2022, work to achieve the review's goals is focused on the development of a Community Engagement Strategy and Framework.

PROJECT	STATUS
Indigenous Relations	A detailed update report was presented to Council on June 28. Staff continue to focus on the four priorities identified in earlier updates: Community Network; Dedicated Resources; Education; and Workforce.
Event Centre at KED	Council did not approve the project budget put forward on July 12, 2022. Following Council's direction, staff are winding down all aspects of this project and terminating all contracts and agreements. A summary of potential options for replacement or improvement of Sudbury Community Arena will come to the new Council in Q2 2023.
The Junction	Council approved the conceptual design and financial plan for the Junction East project in June 2022. Detailed design for this project is ongoing and a tender issuance expected in early 2023. Council directed that work on the Junction West project be indefinitely suspended.
Place des Arts	Place des Arts is now open and operating. The organization is now working on their final report requirements which will be reviewed by staff before final disbursement of capital funding.
Museums	As Council directed, staff are developing a Museums Revitalization Plan for consideration in 2023. A draft version will be presented to Council in Q4 2022. Pending Council direction, the plan will be made available for public and stakeholder consultation prior to the finalization of a business case for Council's consideration.
Employment Land Strategy	Following the Employment Land Strategy as presented and received by Council at the August meeting and with the support of the Greater Sudbury Development Corporation, the implementation strategy and related business cases are in development. The implementation strategy will outline recommended actions to be incorporated into work plans over the next several years and will be brought forward as a Business Case for consideration as part of the 2023 Budget.
COMPASS	Currently in the Launch Phase, the project is moving forward on schedule and on budget. Over 400 employees are already successfully reporting daily time and activities into COMPASS, with hundreds more expecting to move to COMPASS through a phased departmental launch. Training courses, manager workshops and extensive support are being provided by the COMPASS Project Team to support staff through the change process. Data on the entire chain of activities required to deliver all services and projects across the organization will be available as of January 1st 2023.

GROWTH & INFRASTRUCTURE

PROJECT	STATUS
Strengthening Development Services	Economic Development, Planning and Building Services continue collaborating to advance development opportunities and implement process improvements. The third edition of the Quarterly Growth & Development Bulletin was issued to a broad audience. Business outreach continues providing feedback to staff on issues and possible change considerations, and staff meet regularly with groups including the Chamber of Commerce and Sudbury Home Builders Association. Recommendations of the Employment Land Strategy will also have positive implications for the City’s development approvals process and will be brought forward as part of that Implementation Strategy. The City’s participation in the Province’s Streamlining Development Approval Funds program is also supporting staff in finding new ways to improve municipal development approval processes.
AMR/AMI – Water Meter	<p>Approximately 21,200 meters have been installed as of September 1 (43.8% of all accounts). City staff are continuing to work with KTI Utility Services (KUS) to address ongoing performance and quality issues. KUS is experiencing staffing shortages similar to skilled labour issues experienced by many other companies across the Country. KUS has hired new leadership for the project team in Sudbury to address these problems.</p> <p>The customer portal encountered a number of significant programming issues during setup and testing. These issues have all been addressed and the solutions tested. Final roll out of the portal is anticipated to be live in the fourth quarter.</p>
Land Management Information System (LMIS)	Go-live is targeted for 2023 Q1 to ensure a quality, first release. It will focus on building permitting and how customers and business partners interact with Building Services. Some staff and contractor resource availability impacts continued in Q3 and a plan has been developed to address these constraints. Work to onboard the site plan review services began in 2022 Q4. Plans to iteratively onboard other services are under review.
Paris-Notre Dame Bikeway	The design for the next phase of the bikeway from Wilma Street to John Street is completed. Staff have submitted an application for funding through Infrastructure Canada's Active Transportation Fund for this phase.

PROJECT	STATUS
Complete Streets Guidelines	Public consultation for the Complete Streets Guidelines took place throughout the summer. Residents were able to provide feedback on the guidelines until the end of September. Staff will present the guidelines to City Council in Q1 of 2023.
Pothole Material Patching Project	Phase 2 of the study, focusing on pothole preparation, is underway and includes results for winter as well as summer pothole repairs. The automated all in one pothole patching machine is included in this phase of the study. A report to Operations Committee is planned for Q2 of 2023.
Official Plan – Phase 1	Phase 1 of the Official Plan review was completed in 2019. Work on Phase 2 of the Official Plan Review is underway. The first draft of the Phase 2 Official Plan review was presented to City Council for consideration in Q1 2022 with public consultation taking place in Q2. Staff are now consolidating the comments and will prepare a summary report and final Phase 2 amendment for Council's consideration in Q1 2023.
Community Energy and Emissions Plan	CEEP implementation is ongoing. There are 4 sector working groups: 1) EV Working Group; 2) Communications Working Group; 3) Efficient Buildings Working Group; 4) Industrial Working Group. Home Energy Retrofit Financing Feasibility study was completed in Q1 2022.
Solid Waste Management Plan	The Solid Waste Management Master Plan has been awarded to Dillon Consulting. Phase 1 of the plan is underway. The plan is expected to be complete in Q1 2024.
Waste Diversion	The change to every other week garbage and leaf & yard collection commenced February 2, 2021. Participation in the residential roadside Green Cart organics program increased from 27% to 43% in 2021. In Q2 2022, a participation study was conducted in a new area which included more multi-residential properties. The 2022 participation rate in the residential roadside Green Cart organics program was 34% for all households in the study area, 39% for single family households and 15% for multi-residential households. The 2022 participation study area and data will form the baseline for the 2023 participation study.
Complete Feasibility Review for New Organic Processing Options	Review on-going.
Paquette-Whitson Municipal Drain	Construction of the ponds is complete and construction of the drainage channel with restoration work is ongoing with completion during 2022 construction season.

PROJECT	STATUS
Gatchell Outfall Sewer	The design is at 95% complete. The City has received the Sewage EAC from the MECP and the Species at Risk Overall Benefit Permit remains in the queue with MECP for review of the file. The Section 28 Application (permission to work in the flood plain) has also been submitted to Conservation Sudbury. The design will be finalized once approvals have been received.
MR 35 from Notre Dame East to Notre Dame West	The construction of the widening of MR35 from two or four lanes to five lanes started in August 2020 and is now complete. The new, upsized 950 meter long section of watermain was completed in 2020 as well as all culverts. Surface asphalt was completed in early 2022, and the remaining restoration was completed in the summer of 2022.
Maley Drive	The Maley Drive Extension was opened to traffic in November 2019, with four new lanes between College Boreal and Barry Downe Road, and a reconstructed section between Barry Downe Road and Falconbridge Highway. The work included the opening of the City's first three roundabouts on major arterial roads. Upgrades to the intersection of Frood Road at Lasalle Boulevard will commence in the 2022 construction season and are expected to be complete in 2023, including the development of a roundabout.
Streamline Development Approvals Funding	The City was the recipient of up to \$1.75M in Provincial Funding to help with streamlining residential development approvals. Staff are leveraging this funding along with prior City funding for LMIS to complete \$3.5M worth of improvements to CGS's development approval process. Projects include land use planning policy reviews and improvements, a LEAN review of development approval process, E permitting upgrades, data digitization, GIS process improvements and Building Services internships. This project is expected to be undertaken in phases over the next 24 months.

COMMUNITY DEVELOPMENT

PROJECT	STATUS
Civic Mausoleum Expansion	Public notice regarding the intention to expand the Civic Mausoleum issued as per obligations under the Funeral, Burial and Cremations Services Act. Over To You page created to update public on project status. The request for Tender for the Civic Memorial Cemetery Mausoleum Expansion (CPS22-106) has closed and bids are being evaluated.

PROJECT	STATUS
<p>CMHC RHI Affordable Housing Project (Lorraine Street)</p>	<p>The RFP closed June 3, 2022 and seven bid packages were evaluated. The evaluation process closed June 20, 2022 and the bid was awarded to Nomodic Modular Structures Inc. Weekly meetings begin week of September 19, 2022, between the successful proponent and CGS team to manage the progress of the project. A community engagement session will be held in the coming months to provide an update to residents.</p> <p>A local hotel has been established as a temporary pilot site which is able to hold up to 13 individuals on a temporary basis until such time as the permanent site is built. Health Science North has recruited initial members of the ACT team with the intention to ramp up through 2022 and early 2023 and have a full staff complement in place to provide services for up to 40 individuals once the permanent site is constructed. Health Sciences North has completed intakes on individuals from the by name list and are at capacity in the temporary site with 13 individuals receiving services.</p>
<p>Homeless Shelter Review & Modernization</p>	<p>Roll-out of Coordinated Access System was finalized, and a report was provided to Community Services Committee on September 20, 2021. Elizabeth Fry Society of Sudbury opened a new short-term low barrier shelter for women on January 25. Further changes within the shelter system are ongoing as needed to address any disparities in the system. The By-Name List, a real-time list of individuals and families experiencing homelessness in the community who are interested in housing or housing support services and have consented to having their name added to the list, was implemented in Q4.</p> <p>In 2022, staff will be focused on solutions with regards to a permanent youth shelter. As noted to Council, emergency orders allowed for the temporary use of the SACY building on Pine St as the youth shelter during the pandemic however a new permanent shelter as identified in the shelter review is needed. Further reports will be coming forward to Council on this issue.</p>

PROJECT	STATUS
ICIP Resilience Projects	<p>Funding received for improvements to Delki Dozzi Cycling Track (\$559,285), Jim Gordon Boardwalk (\$514,779) and Fielding Memorial Park (\$186,941) through the COVID-19 Resilience Infrastructure Stream of ICIP. Delki Dozzi work substantially completed. JL Richards & Associates engaged for detailed design for remaining work. The City has received 70% design drawings for review. Projects must be complete by December 31, 2024.</p>
Outdoor Court Revitalization	<p>The project will see revitalization of 14 outdoor tennis courts and 14 outdoor basketball courts. Leisure Services has collaborated with the Growth & Infrastructure Department on the tendering first phase of work, which has recently been awarded to Beamish Construction. Work is scheduled to take place at each location as follows:</p> <ul style="list-style-type: none"> • Lorne Brady Park starting week of September 19th • Sixth Avenue Playground starting week of September 19th • Delki Dozzi Sports Complex starting week of September 26th • Twin Forks Playground starting week of September 26th • Elmview Playground starting week of October 3rd <p>It is anticipated that each site will take between two and four weeks to complete.</p> <p>All sites to be completed by 2027 as per ICIP funding agreement.</p>
Pioneer Manor Redevelopment	<p>Redevelopment continues to advance through the Ministry of Long-Term Care (MLTC) review phases. Following the latest MLTC review meeting (August 31st), CGS staff and the architectural team are adjusting designs and construction phasing for shared services (kitchen and laundry) to ensure all contractual work will have minimal impact to residents during construction. In the coming weeks, staff are hopeful all MLTC design requirements and construction plans will be approved allowing the City to progress to the next phase of negotiating a development agreement with the MLTC. In addition, during the summer, CGS staff engaged the Federal Government to obtain easement access to the Canadian Revenue Agency (CRA) ring road and necessary linear infrastructure and this process remains underway. The overall design is 95%+ complete and final reviews are expected to be conducted within the few weeks. The team anticipates the final design and specifications documents to be completed, sealed, and ready for tender once all Ministry of Long-Term Care hurdles have been cleared</p>

PROJECT	STATUS
	(currently targeting late fall 2022). Timelines are dependant on MLTC review and approvals.
Playground Revitalization	<p>Report presented to the Community Services Committee in February providing an update on the capital fund-raising commitment from United Way Centraide Northeastern Ontario and FedNor funding received for Phase 3 of the Playground Revitalization Project. Work on the eight playgrounds to be renewed through the FedNor Canada (Community Revitalization Funding) commenced early September. The following locations are included:</p> <ul style="list-style-type: none"> • Brighton Tot Lot, Brighton St., Garson • Gil Loop Tot Lot, Gill Ave., Onaping • Grandview Playground, Grandview Blvd., Sudbury • Lebel Playground, 1232 Carmelo Ave., Sudbury • Rosemarie Playground, 1297 Gary Ave., Sudbury • Shawn Tot Lot, Shawn St., Azilda • Simon Lake Park, Naughton • St. Charles Lake Tot Lot, Brenda Dr., Sudbury <p>The replacement of the Moonlight Beach playground equipment, in partnership with United Way Centraide North East Ontario, will commence in October.</p>
Social Housing Revitalization	<p>Report prepared for Council on September 13, 2022 providing details on the cancellation of the passive house design tender which closed in July and the plan to issue a modular design build RFP for 1310 Sparks Street.</p> <p>As of September 15, 2022, sales of 35 scattered houses were completed generating net proceeds of approximately \$11.3 Million to be transferred to the Social Housing Capital Reserve Fund. These proceeds will be used to revitalize the housing portfolio including the Sparks Street build.</p>

PROJECT	STATUS
Supervised Consumption Site	A general contractor has completed interior renovations of the trailers at Energy Court. Réseau ACCESS Network continued to recruit front line staff and complete training. A general contractor has completed interior renovations of the trailers at Energy Court. Réseau ACCESS Network continued to recruit front line staff and complete training. The site received a Federal exemption in May and the Provincial funding application has been deemed complete by Provincial staff. Further updates will be brought to Council in advance of the 2023 budget deliberations.
Therapeutic Pool	Over To You page created to update public on project status. Architectural services have been awarded to Architects Tillmann Ruth Robinson. City has received updated Class D Estimate, Design Brief and floor plan which are under review.

CORPORATE SERVICES

PROJECT	STATUS
Enterprise Asset Management Planning	<p>Asset condition data has been collected for the three remaining asset classes: Buildings and Facilities, Environmental Services and Leisure Services. In conjunction with operating departments, the asset data is being reviewed and utilized to develop draft Asset Management Plans. Staff are also defining expected service levels, risk and lifecycle management strategies for these remaining asset classes in the enterprise asset management plan.</p> <p>An asset management update report on all asset classes for which planning has been completed will be presented to Council in January 2023 prior to 2023 budget deliberations. In addition, the core infrastructure Asset Management Plans will be updated with any new asset data as well as target levels of services moving into 2023. A full enterprise Asset Management Plan will be completed and presented in 2023.</p>

<p>Parking</p>	<p>The City lot on Elgin St., historically known to be used exclusively by members of the YMCA is now open for use by the public as a means to support additional off street daily parking. Collaboration with the YMCA continues toward being able to obtain necessary utilization data for YMCA members. The entire downtown parking plan is being updated and staff are working with an engineering consulting firm to assess post-pandemic parking demand at different times of the day. Some of this information is specific to the "south district" and will be shared along with reporting for Junction East. The implementation of a HotSpot parking tablet at the YMCA will assist in determining the post-pandemic utilization data for YMCA members. In Q3, the YMCA is logging an average of 78 parking sessions per day. Staff continues to work with YMCA to find an amenable agreement for lease options.</p> <p>Work continues with JL Richards and Associates to assess post-pandemic parking demand downtown. As of Q3, most return-to-work plans should be completed in place, providing for more accurate utilization data.</p>
<p>Security Enhancements at Tom Davies Square</p>	<p>The One Stop Services counters at Tom Davies have been completed since March 14th, 2022. A team of staff from a variety of divisions are working to streamline customer service processes. This project provides a safe workplace for staff and customers; designed with purpose to position the Organization well in response to COVID-19. By adding service counters, interview rooms and office space, it provides asset renewal for an area that will be the foundation for customer service within the City of Greater Sudbury. It highlights Tom Davies Square as the community's most prominent and interactive civic space.</p> <p>The MLEO Security Enforcement team has provided an increased level of safety and security as staff have completed return to work plans, returned to in person services, and Council meetings have opened back up to the public.</p>

<p>Modern Employee Experience</p>	<p>The project has enrolled most Office 365 users in multi-factor authentication (MFA) as of early September and is ahead of schedule. All new users in the organization will receive basic licenses and instructions to setup MFA. Security has also been added to devices for staff accessing resources remotely via VPN.</p> <p>A OneDrive kickoff meeting with the selected consultant is scheduled for mid-September, and work for planning and implementing a U:drive replacement for employees will continue in Q4 2022 throughout the first half of 2023.</p> <p>Some work was added to use MFA to securely enable ePost replacement and to support COMPASS mobile users. Additional onboarding of users is planned for 2023. Overall, the project will continue through 2022 and 2023 as the remainder of the Office 365 tools are implemented to enable modern work practices.</p>
<p>Electrical Service Gear Replacement</p>	<p>The TDS complex including 190 and 200 Brady share the main incoming electrical switchgear components. This project involves the replacement and refurbishment of various pieces of equipment that serve as the main power supply and distribution network for the complex. Areas are affected with power disruptions during planned shutdowns where equipment is upgraded or replaced. Shutdowns include loss of power systems with generator back up power. Systems that are deemed critical/essential will also be upgraded from utility power only to include generator back-up power, resulting in more systems being supported during a utility power outage.</p> <p>In addition to completing the cabling, six power shutdowns have taken place to facilitate new equipment installation. There are approximately six minor shutdowns remaining to be coordinated in Q3 & Q4 to complete the equipment installation. Project completion is expected in December 2022.</p>
<p>Fire Alarm Upgrades TDS Complex & 199 Larch</p>	<p>This project includes the complete replacement of the two independent, existing, and obsolete fire alarm systems at 199 Larch, 200 Brady and 190 Brady. A single unified & addressable system is replacing the old systems which are past their life expectancy. The new fire alarm equipment will resolve the frequent faults triggered within the old system to provide a more dependable life safety system. The three main components/phases are installation of new wiring/conduit/devices, testing and commissioning of each new device, activation of the new system/deactivation of existing fire alarm system followed by removal of the existing system.</p> <p>The new cabling and device installation has been completed in the entire complex (199</p>

	<p>Larch, 200 Brady and 190 Brady Towers). Work continues on programming of the system sequence of operations and device verifications in 199 Larch, 200 Brady and 190 Brady as a whole system. New equipment is being brought online as verifications are completed. Completion of new system is expected for Q4 2022, with existing system decommissioning and removals beginning in Q4 2022 and completed in Q1 2023.</p> <p>Majority of the new cabling and device installation has been completed in the entire complex (199 Larch, 200 Brady and 190 Brady Towers). Work is ongoing for relay switchovers, programming of system sequence of operations and device verifications in 199 Larch and 200 Brady. 190 Brady is the final phase of the new equipment installation.</p> <p>Removal of existing system is to commence after all new work is verified and confirmed. Completion of new system is expected for Q4 2022, with existing system decommissioning and removals beginning in Q4 2022 and completed in Q1 2023.</p>
<p>Greater Sudbury Public Library Governance</p>	<p>Brian Harding is now in place as the permanent CEO and Chief Librarian for the GSPL. Work on a renewed operating agreement remains underway, and should be complete in 2022.</p>
<p>Space Analysis</p>	<p>Staff in facilities, corporate project management, IT and human resources have started working on a space allocation project. This will result in assessing underutilized office space within certain operations and analyze how to reorganize workspaces to accommodate a hybrid workspace model, which could include shared workspaces.</p> <p>The City is currently in negotiations with Infrastructure Ontario (I/O) regarding leased space in the city owned property at 199 Larch St., and it is anticipated that additional vacant space may become available as a result of decisions taken by the Province. This presents a business opportunity to potentially centralize some services that are currently leasing space elsewhere (eg. relocate Greater Sudbury Housing operations from its current leased space in the Rainbow Centre) as well as other potential business cases (e.g. an opportunity to provide Greater Sudbury Police Services with additional space at 190-200 Brady St).</p>

COMMUNITY SAFETY

PROJECT	STATUS
Implementation of Incident Management System (IMS) process in the Emergency Operations Centre.	Recommendations for Section Chiefs and alternates along with an IMS training plan for 2022 was supported by ELT in the second quarter of 2022. The list of Section Chiefs is currently being finalized. Training opportunities have been shared with additional training opportunities being coordinated with Emergency Management Ontario. Physical restructuring of the Emergency Operations Centre is under review with completion anticipated by the fourth quarter of 2022.
Fire Services Hazardous Materials Response Program	Over the past three years, Fire Services has been building the HAZMAT program through the defined levels and has trained a limited number of firefighters to the technician level of capability. As of June 30, 2022 hazardous materials firefighters will have succeeded at the technician level for 11 specific and common chemicals located within Greater Sudbury. These are the first hazards to be trained at the technician level, with specialized response tools and personal protective equipment needs required for these identified chemicals now part of the HAZMAT program. During the next several months and years, additional chemicals and hazards will be identified and evaluated for inclusion into the response program.

<p>Implement new models of care and alternate destination programs in Paramedic Services.</p>	<p>Multiple Ministry of Health approved alternate models of care are currently in operation. Our Withdrawal Management pilot is seeing paramedics diverting patients to Health Sciences North (HSN) Withdrawal Management Clinic. This emergency department (ED) diversion pilot allows patients to access more appropriate service without needing to present to the ED. Our Mental Health Crisis Diversion pilot allows paramedics to safely divert to the HSN Crisis Services Clinic bypassing the ED or activating mobile crisis if this is preferred by the patient. Our Palliative Care pilot commenced in May of 2022 and we have managed 63 patients in this pilot since its inception. The goal of our Palliative Care pilot is to align pre-hospital care with a patient's palliative goals of care including for those who wish to die at home. Our Community Paramedic Long Term Care pilot met a milestone of enrolling its 1,000th patient in the third quarter. This pilot continues to work with community partners preventing hospital admissions allowing patients to stay in their homes longer.</p>

Appendix C: Corporate Risk Register

KEY RISK	LIKELIHOOD	CONSEQUENCE	RISK LEVEL	RISK OWNER	AFTER MITIGATING STRATEGIES, IS THERE RESIDUAL RISK?
<p>Misalignment may exist between financial resource allocations and Council's priorities.</p>	<p>Almost Certain</p>	<p>Moderate</p>	<p>Significant</p>	<p>CAO</p>	<p>YES Within Risk Tolerance parameters</p>
<p>Asset renewal investments may be insufficient to maintain acceptable condition and service levels.</p>	<p>Almost Certain</p>	<p>Major</p>	<p>Critical</p>	<p>GM of Corporate Services</p>	<p>YES Work initiated but additional effort required</p>

The corporation, or the city as a whole, is insufficiently resilient to respond to environmental or economic shocks.	Possible	Severe	Significant	CAO	YES Within Risk Tolerance parameters
Global connections and business attraction/development efforts may be insufficient for ensuring Greater Sudbury's economic competitiveness.	Possible	Major	Significant	Director of Economic Development	YES Within Risk Tolerance parameters
Communications and engagement efforts may be insufficient for building resident trust and confidence	Likely	Moderate	Significant	ED of Strategic Initiatives, Communications and Citizen Services	YES Within Risk Tolerance parameters
Existing human capital management policies and practices may be insufficient for attracting, managing, developing and retaining top talent to support existing and future operations.	Likely	Moderate	Significant	GM of Corporate Services	YES Within Risk Tolerance parameters
The corporation may be unprepared for the effects of climate change	Likely	Severe	Critical	CAO	YES Work initiated but additional effort required
Corporate service delivery may be insufficiently supported by appropriate technology, datasets, training or equipment.	Likely	Moderate	Significant	GM of Corporate Services	YES Work initiated but additional effort required
Information entrusted to the corporation may be inadequately protected from unauthorized access.	Possible	Major	Significant	GM of Corporate Services	YES Within Risk Tolerance parameters

Appendix D: Transformation Project Details

COMPASS

This project standardizes and automates staff time, activity and attendance reporting across the corporation. In August, the new process went live with a secure, user-friendly online portal where staff report their service efforts (ie time and activities) for the projects and services they provide. This new time and activity reporting process supports data-driven decision making and optimizes service delivery by providing real-time insights into the work that we do. There are also process improvements resulting from a streamlined timesheet submission procedure, the automation of manual processes and advanced error checking.

Key Outcomes:

- A new employee self-service portal that provides more tools to employees including self-service time reporting in COMPASS, access to current vacation/sick time balances and paystub access.
- A new manager self-service portal that provides more tools to managers including timesheet review, electronic approvals and access to other direct report-related information.
- Reports that provide real-time data on the entire organizational chain of activities required to deliver services and projects, to enable data-driven decision making
- Improved efficiency for time reporting processes by eliminating paper timesheets and automating several workflows, including a formerly manual error checking process

Current Status

- Multiple workshops were completed with every service area to better understand timekeeping needs, identify unique time reporting requirements and identify the activities that each employee will be logging time against
- One organizational process was designed for COMPASS self-service reporting, consolidating dozens of different timekeeping processes in the organization
- The timesheet technical solution was built by leveraging existing PeopleSoft software and in-house IT staff, which minimized upfront costs to the project
- Over 600 employees are now providing daily reporting in COMPASS

Next Steps

- All staff in the organization who perform more than one type of activity are being onboarded into COMPASS through a phased departmental launch that is on schedule and expected to be completed by end of 2022
- Further work to optimize the COMPASS reports is planned based on unique data reporting needs in service areas
- Alignment with a service-based budgeting project is underway to offer further insights into potential service change and enhance understanding about service levels and cost drivers

Human Capital Management Plan (HCMP)

The HCMP is an enterprise-wide initiative that changes or introduces human resource-related policies and processes that supports the corporation's position as an "employer of choice", delivering exceptional service to residents. This project builds leadership skills and designs an employee experience that supports retention and recruitment, reflects the diversity of our Community, and supports efforts to ensure staff can innovate to create solutions.

Key Outcomes

- Employees experience robust career development opportunities that support organizational goals and succession needs.

- Employees have a shared understanding of the corporation’s mission, vision and values, know how they contribute to objectives and are proud to work for the organization.
- Policies and work processes help attract, support and retain a diverse workforce.
- Technology for recruiting and employee onboarding is configured that supports both hiring managers and employees.

Current Status

- A leadership development program has been launched, providing training for all current leaders and aspirational leaders.

Next Steps

- A new, phased onboarding process for new employees will be implemented.
- eRecruit, the PeopleSoft module that supports the recruitment process will be launched
- An Employee Value Proposition will be launched to assist with attracting new candidates to CGS

Automated Meter Infrastructure (AMI) Project

The project installs new water metering infrastructure to enable automated, online consumption reporting. Benefits include stronger water conservation opportunities that customers can control, the elimination of estimated water bills, new engagement opportunities with alarms for high water use/leak detection and increased operational performance.

Key Outcomes

- Enhance customer service through eliminating estimated water bills, allowing for customized high water use/leak detection alarms through a customer portal and streamlining the move-in/move-out process for customers changing addresses
- Create operational efficiencies by eliminating manual meter readings, increasing meter reliability, expediting special meter read requests and assisting in detection of backflow events
- Improve billing accuracy by automatically detecting meter damage or tampering and improving financial reporting tools
 - Strengthen distribution system management by accounting for water loss, identifying areas for operational improvements and providing information to the Water/Wastewater Master Plan

Current Status

- 50% of all water meters have been replaced as of 6-Oct-2022
- Installation is ongoing or complete in 9 wards
- Customer portal released in October 2022 to allow users to monitor water use and set custom alarms
- Compliance activities ongoing to encourage installations, with a manual meter read fee of \$50/month applied to customers who refuse a new meter

Next Steps

- Expected completion in Q3 2023
- Negotiations ongoing with KUS to address increased costs resulting from supply chain issues and inflationary pressures
- Recommendations to be made to Council in Q2 2023 to increase compliance

LMIS (Land Information Management System)

Description

The LMIS solution is a citywide, property centric system that provides a comprehensive history of all development, permitting, licensing, inspections, and bylaw related activities in the City. It will replace several non-integrated, business systems and paper file based processes currently used to manage development, licensing, and permitting across different departments.

Key Outcomes

- Internal productivity improvements – Streamlining processes and automating tasks will create staff timesavings. Digitizing paper files will add efficiencies to document search and retrieval.
- Improved customer service through online services –Allowing people to do business with the City online will add great customer convenience and increase competitiveness in the market by enabling out of town firms to bid on local work. Moving to electronic records will improve application processing leading to faster turnaround times.
- Data insights – Access to a comprehensive property history during permit review processes will ensure accurate verifications and decision making. The solution will provide a complete picture of the City’s interaction with a property, or property owner – improving coordination of City activities and overall accountability.

Current Status

- The solution is in development. Currently the focus is on Building Services functions. Various elements of the system are now in early testing phases.
- Design around the Planning Services functions is in progress. Development around these services will start in early 2023.
- Digitization of historic paper records is in progress for both Building Services and Planning Services.

Next Steps

- Communication and engagement with the public will start in early 2023. This will include involvement of external stakeholders in solution testing and feedback.
- A first release in early 2023 will focus on Building Services. The second release near mid 2023 will focus on Planning Services.
- Following the first two releases, the project will progressively deploy services through 2023 and 2024.

Indigenous Relations

The project establishes a plan and a new paradigm for the City of Greater Sudbury that enables meaningful relationships with indigenous peoples, First Nations and Indigenous Service Agencies. This includes new policies and plans that ensure indigenous perspectives are integrated into municipal services and work processes.

Key Outcomes

- A plan for the City of Greater Sudbury to make meaningful actions that address the Calls to Action issued by the Truth and Reconciliation Commission of Canada
- Strong, meaningful relationships with Indigenous peoples, First Nations and Indigenous Service Agencies;
- Indigenous perspectives are integrated into City strategies, policies, plans and actions and sufficient, appropriate resources exist for the Business Leadership Group (BLG), Executive Leadership Team (ELT) and Council on matters pertaining to Indigenous affairs.

Current Status

- Recruitment for Indigenous Relations Specialist started October 14th, with posting closing on November 15th
- ELT has conducted visits to Atikameksheng Anishnawbek and N'Swakamok Native Friendship Centre as part of ongoing relationship building activities
- Growth & Infrastructure is actively working with Atikameksheng Anishnawbek and Wahnapiatae First Nations to identify areas for service harmonization and improvements.
- Economic Development continuing to work with key Indigenous stakeholders to identify future opportunities

Next Steps

- Recruitment of the Indigenous Relations Specialist (IRS) to be completed before the end of 2022.
- The Indigenous Affinity Network, an Internal support group of existing staff, to start meeting after recruitment of the IRS
- Recommendations to be made to council in Q1 2023 on initial actions for reconciliation with key Indigenous stakeholders
- Relationship building to continue with key stakeholders to identify future opportunities