

2023 CAO Performance Objectives

Presented To:	Finance and Administration Committee
Meeting Date:	March 28, 2023
Type:	Managers' Reports
Prepared by:	Ed Archer CAO's Office
Recommended by:	Chief Administrative Officer

Report Summary

This report recommends the Chief Administrative Officer's 2023 performance objectives.

Resolution

THAT the City of Greater Sudbury approves the 2023 performance objectives in accordance with the annual process established for managing the Chief Administrative Officer's performance as outlined in the report entitled "2023 CAO Performance Objectives", from the Chief Administrative Officer presented at the Finance and Administration Committee meeting on March 28, 2023.

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

Fulfilling the 2023 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 CAO role is unique. Where the Mayor and Council establish strategies and desired policy outcomes, City Council is not structured to implement those policies. This is where the CAO comes in. As the administrative head of the organization the CAO ensures administrative policies and processes are efficiently designed, and sufficient resource coordination occurs, to put City Council's strategies into effect.

The budget defines Council's expectations for the organization's 2023 results and establishes a basis for assessing progress. Its approval in February facilitates the establishment of the CAO's 2023 performance objectives. As part of the 2023 Budget process, ELT identified key deliverables that reflect its understanding

of efforts required this year to fulfill Council’s strategic directions, sustain organizational change initiatives and promote innovation.

In addition to the business cases approved in the 2023 Budget there are at least nine priorities that will require a shared enterprise-wide focus and close collaboration among the Executive Leadership Team:

- Refresh the Corporate Strategic Plan to ensure it continues to reflect Council’s desired outcomes
- Demonstrate progress on the Community Energy and Emissions Plan
- Achieve the expected milestones for Council’s Large Projects
- Promote innovation and lead effective change
- Produce effective advocacy and government relations strategies
- Deliver effective asset management reporting and renewal
- Renew the economic development strategy
- Sustain a cohesive and responsive leadership team
- Continue implementing the Customer Service Strategy

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

- 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

2023 Objectives

The following table describes expected outcomes in 2023 for each of the above-noted priorities:

Objective	Expected Outcome(s)
Refresh the 2019-2027 Strategic Plan to ensure it continues to reflect Council’s desired outcomes	<ul style="list-style-type: none"> • An updated strategic plan exists that reflects the current Council’s views of plans and priorities • Plans and performance measurement systems enable assessments of progress throughout the year • Long-term plans, especially asset management and financial plans, provide insights about progress toward desired outcomes
Demonstrate Progress on the Community Energy and Emissions Plan	<ul style="list-style-type: none"> • Administrative policies, processes and resources reflect further integration of CEEP objectives into routine workflows • Performance indicators provide feedback about progress toward CEEP objectives

Objective	Expected Outcome(s)
<p>Achieve desired milestones for each of Council's large projects</p>	<ul style="list-style-type: none"> • Junction East – assess alternatives as directed by Council • Event Centre – analyze potential for retrofit or new construction • Junction West – maintain awareness of market conditions and prepare for some form of public solicitation
<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 • Housing Supply Strategy • Rural and Northern Immigration Pilot • Communications Strategy • Enterprise-wide workplace health and safety review
<p>Produce effective advocacy and government relations strategies</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 • Appropriate coordination among all stakeholders occurs to address opioid addiction and homelessness
<p>Deliver effective asset management reporting and renewal</p>	<ul style="list-style-type: none"> • Asset condition data is reflected in corporate plans and budget processes as applicable • An updated enterprise risk assessment exists • Routine workflows further demonstrate integration of strategic priorities with operations • Progress on Pioneer Manor 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
<p>Renew the economic development strategy</p>	<ul style="list-style-type: none"> • There are new policies for Council's consideration that support employment growth, tourism growth and/or non-residential taxable assessment growth • A Housing Supply Strategy exists that describes the municipality's role in meeting the community's housing needs and a plan for engaging other stakeholders to produce desired outcomes
	<ul style="list-style-type: none"> • There is strong alignment between workplans and actual service performance

Objective	Expected Outcome(s)
Sustain a cohesive and responsive leadership team.	<ul style="list-style-type: none"> • Benchmarks and performance indicators reflect expected results • Business intelligence tools evolve to incorporate COMPASS data and service-based financial reports • Development programs for senior leaders exist and meet their needs for training/skill development
Continue implementing the Customer Service Strategy	<ul style="list-style-type: none"> • Staff are trained to recognize and apply customer service principles in their work • Community engagement processes continue to evolve and increase public participation in decision making

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 2023, 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. **Appendix A** provides a schedule describing the intended Committee/Council agenda and timing of significant reports. This replaces individual presentations made to each standing committee in previous years and provides a common reference source for Councillors.

Next Steps

The objectives described here reflect progressive, change-oriented outcomes that strengthen both the corporation’s and the community’s resilience. Expected outcomes should increase capacity for sustained economic and social progress. Ultimately, the outcomes described here require several years of effort to be fully realized and should help build resident trust and confidence. These 2023 objectives support Council’s Strategic Plan and help the administration continue to evolve in constructive, productive ways.

Quarterly reporting to Council will continue. The quarterly reports will include information to support performance assessments and evaluate the likelihood that 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>

Appendix A: 2023 Report Schedule

Report Subject	Report Type	Date	Dept
First Quarter			
Approach to Comprehensive Aquatics Review	CC	February 21	CD
CAO Performance Objectives 2022 and 4 th Quarter Performance	F&A	March 28	CAO
CAO Performance Objectives 2023	F&A	March 28	CAO
City-Wide CIP	F&A	March 28	CAO
Employment Land CIP	F&A	March 28	G&I
Second Quarter			
Indigenous Cultural Awareness Session	CC	April 5	CAO
CLAC Bargaining Update	CC	April 11	CSRVC
Innovation Blueprint Report	CC	April 25	CAO
French Language Policy	CC	May 9	CAO
Climate Change Adaptation Plan	CC	May 9	G&I
Population, Household and Employment Projections	F&A	May 16	G&I
Strategic Plan Approval	CC	May 30	CAO
2023 CAO Performance Objectives and 1 st Quarter Performance	F&A	May 16	CAO
Citizen Engagement Strategy Process	CC	June 13	CAO
Long Term Financial Plan Update	F&A	June 20	CSRVC
Employment Lands Prioritization	F&A	June 20	G&I
2024 Budget Directions	F&A	June 20	CSVC
Annual Report	F&A	June 20	CSRVC
Sustainable Storm Water Funding Implementation Plan	F&A		G&I
Council Governance and Ward Boundaries	CC	June 27	CSRVC
Emergency Services Station Location/Renewal Deferred Report	CC	June 27	CSFTY
Development Charge Bylaw Kick Off	F&A	Q2	CSRVC
Transitional Housing ACTT Presentation	CC	TBD	CD
Tender Approval for Pioneer Manor	CC	June 27	CD
Employment Land CIP Public Hearing	PC	June 16	G&I
Derelict or Abandoned Properties and Revocation of Building Permits	CC	End of Q2	G&I
Third Quarter			
Junction East Options Report	CC	July 11	CAO
Event Centre & Downtown Development Options	CC	July 11	CAO
2023 CAO Performance Objectives and 2 nd Quarter Performance	F&A	July 11	CAO
Indigenous Relations Update	CC	September 12	CAO
Municipal Business Licensing Bylaw update	F&A	September 19	CAO
Asset Management Plan Update	F&A	September 19	CSRVC
Fourth Quarter			
2023 CAO Performance Objectives and 3 rd Quarter Performance	F&A	October 17	CAO
Climate Action Plan Update	CC	November 21	G&I
Citizen Engagement Strategy Draft Plan	CC	November 21	CAO
Comprehensive Aquatics Review Phase One Report	CC	November 21	CD
Relocation of Greater Sudbury Animal Shelter	F&A	December 12	CSRVC
2024 Budget	F&A	December	CSRVC
Modernization of Volunteer Fire Services	CC	TBD	CSFTY

Homelessness/ addictions/ mental health update	CC	TBD	CD
Housing Supply Strategy	CC	December 5	G&I

Report Type:

CC – City Council

F&A – Finance & Administration Committee

PC – Public Consultation

Lead Department:

CAO – Chief Administrative Officer

CSRVC – Corporate Services

CSFTY - Community Safety

CD – Community Development

G&I – Growth & Infrastructure