

2024 CAO Performance Objectives

Presented To:	Finance and Administration Committee
Meeting Date:	February 21, 2024
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 2024 performance objectives.

Resolution

THAT the City of Greater Sudbury approves the 2024 performance objectives in accordance with the annual process established for managing the Chief Administrative Officer's performance as outlined in the report entitled "2024 CAO Performance Objectives", from the Chief Administrative Officer presented at the Finance & Administration Committee meeting on February 21, 2024.

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

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 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 2024 results and establishes a basis for assessing progress. Its approval in December 2023 facilitates the establishment of the CAO's 2024 performance objectives. As part of the 2024-2025 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 2024-2025 Budget there are at least nine priorities that will 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

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

2024 Objectives

The following table describes expected outcomes in 2024 for each of the above-noted priorities:

Objective	Expected Outcomes
<p>Continue the evolution of service-based plans and accountability reporting</p>	<ul style="list-style-type: none"> • Asset management plans are complete, service level definitions are available, and service plans/budgets demonstrate the plans are being followed • New processes are effective for assessing budget performance and making adjustments, if required, to Year 2 of the 2024-2025 Budget • City Council understands asset renewal/replacement needs and can align service expectations with financial plans/goals over at least the next four years, with progress toward preparing a fully-funded ten-year capital budget • Service Profiles continue to evolve such that, over the next two years every Director understands details about the services they lead that reflect: <ul style="list-style-type: none"> ○ A focus on service outcomes ○ An end user perspective ○ Proficient or expert-level awareness of service level, organization capacity,

Objective	Expected Outcomes
	<p>expected outcomes, operating performance using key performance indicators and enterprise risk</p>
<p>Support effective governance and Council oversight</p>	<ul style="list-style-type: none"> • Council has advice about its committee structure to ensure issues are sufficiently considered and political oversight is appropriate • Directors reflect appropriate levels of risk awareness and can relate operational risks to key enterprise risk(s) and describe mitigation steps they are using • Key Enterprise Risks are assessed and considered by City Council
<p>Demonstrate progress on the Community Energy and Emissions Plan and the Climate Change Adaptation Plan</p>	<ul style="list-style-type: none"> • Administrative policies, processes and resources reflect appropriate alignment with climate change objectives • Performance data and reporting illustrate progress toward objectives and enable policy discussions that align service efforts and results
<p>Achieve desired milestones for each of Council's Large Projects</p>	<ul style="list-style-type: none"> • Options are evaluated and a direction for the Event Centre project is established • Plans for completing the Library/Art Gallery project, including staff moves within TDS/199 Larch, are approved
<p>Promote innovation and lead effective change</p>	<ul style="list-style-type: none"> • Corporate health and safety policies and processes are updated and staff training occurs to ensure sufficient, appropriate safety awareness among all employees via the milestones defined in the iCare project plan • The corporation is prepared for delivering a 2026-2027 budget that describes activity-based costs for the corporation's services and subservices, including a fully-funded 10-year capital budget and key performance indicators that help illustrate service levels and operating results • Succession planning and leadership development efforts prepare the organization for the anticipated retirement of senior leaders over the next several years • Next steps to implementing the Housing Supply Strategy are delivered • Business intelligence tools evolve to strengthen data literacy among the community, Council, and staff, leading to increased community engagement • Progress occurs on the outcomes described in the Innovation Blueprint
<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 Council's position on key issues • A Truth & Reconciliation Action Plan be produced that supports strong relationships

Objective	Expected Outcomes
	<ul style="list-style-type: none"> with local Indigenous and First Nation communities • Greater Sudbury strengthens its connections to Canada's and Ontario's battery/electric supply chain
<p>Deliver the outcomes described in the 2019-2027 Strategic Plan</p>	<ul style="list-style-type: none"> • Supportive Housing services are operational • Pioneer Manor's expansion makes expected progress • Community Safety Station revitalization occurs according to schedule
<p>Sustain a cohesive and responsive leadership team</p>	<ul style="list-style-type: none"> • There is strong alignment between workplans and actual service performance • Benchmarks and performance indicators show Greater Sudbury at least maintains its position as a median performer and low-cost jurisdiction • Development programs for senior leaders meet their needs • Leaders feel empowered and supported to work at levels appropriate for their role • Leaders can describe their service responsibilities with reference to resource requirements, planned outputs and impact on outcomes, supported by key performance indicators
<p>Continue the evolution of the corporation's customer service strategy</p>	<ul style="list-style-type: none"> • Staff are trained 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 2024, 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 2024 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>