

2024 CAO Performance Objectives and Second Quarter Performance

Presented To:	Finance and Administration Committee
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Recommended by:	Chief Administrative Officer

Report Summary

This report and presentation describe the status of CAO performance objectives and corporate performance to June 30, 2024.

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

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

Financial Implications

There are no financial implications associated with this report.

Background

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

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

- Continue the evolution of the corporation's customer service strategy

Addressing these priorities will also:

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

Analysis

Employee Health and Safety

Appendix A provides details regarding employee health and safety performance in the second quarter. COVID-19 continues to influence lost time levels, with 2 lost time claims filed due to the virus.

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

Employee Overtime

As of June 23 2024, there were approximately 39,400 hours of overtime (banked or paid) worked throughout the second quarter (Q2 2023 – 41,809 hours). Banked overtime represents hours employees work beyond their standard work hours that they use at a later date for additional paid time off; paid overtime represents hours employees work beyond their standard work hours for which they receive cash payment. This overtime occurs for several reasons, often where minimum required staffing levels exist. Paid overtime represented 64% of all overtime hours in Q2 2024 (57% in Q2 2023).

The need to maintain service levels drives overtime hours, which can be exacerbated when recruiting challenges create longer lead times to fill vacant positions due to resignations/retirements, staff absences occur due to illness, short-term or long-term disability leaves, professional training requirements prompt additional hours of work (like in Fire Services) or (in the example provided by Linear Infrastructure Services and Water/Wastewater Services) additional callouts for weather-related events occur. Over 75% of the paid or banked overtime hours in Q2 supported the following sub-services:

- Fire Services, mainly for the Fire Suppression sub-service – 10,708 hours (2023 – 7,020 hours)
- Pioneer Manor, mainly for the Resident Care sub-service – 7,694 hours (2023 – 8,750 hours)
- Paramedic Services, mainly for the Emergency Response and Medical Care sub-service – 4,841 hours (2023 – 6,751 hours)
- Linear Infrastructure Services, mainly for the Summer Road Maintenance sub-service – 3,910 hours (2023 – 4,709 hours)
- Transit, mainly for the GOVA sub-service – 1,937 hours (2023 – 2,112 hours)
- Water/Wastewater Services, mainly for the Wastewater Treatment sub-service – 1,855 hours (2023 – 3,189 hours)

Unpaid overtime, a measure of work provided by non-union employees in addition to their standard work hours, totalled 11,270 hours in the second quarter (Q2 2023 – 11,941 hours). These additional hours were incurred across most services, with the majority assigned to the following:

- Linear Infrastructure
- Finance

- Leisure
- Pioneer Manor
- Human Resources and Organizational Development

Status of 2024 Objectives

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

- Council approved a direction to [construct a new Event Centre](#) in the downtown south district. Site selection work and a bid process to select an architect to design the facility are underway.
- A presentation occurred launching the [Cultural Hub at Tom Davies Square](#) from the architects selected to complete the transformation of Tom Davies Square into a new main library and art gallery
- The Finance and Administration Committee received a report describing the results of the [Advanced Meter Infrastructure project](#), a \$17.7M multi-year community change initiative that introduced a new online, real-time process for recording water consumption. This innovation introduces new technology that not only enhances customer service, but it also provides information that helps staff monitor water distribution system performance. While delayed by the pandemic, the project remained on budget.
- The Planning Committee received information regarding updates to Greater Sudbury's [housing supply and demand analysis](#). These estimates inform policy choices regarding development, development incentives and help staff monitor the corporation's housing development commitment to the province.
- The Finance and Administration Committee received a report describing the [status of opportunities identified in the 2020 Core Service Review](#). To date, net cost reductions worth over \$4.3M have been realized from implementing changes related to the report's recommendations. Cost avoidance opportunities worth \$1.3M have also been realized by divesting assets and avoiding renewal work that would have otherwise been required. Work continues on assessing the opportunities not yet implemented.
- The Future-Ready Development Services ad-hoc subcommittee produced a [report](#) describing the results of extensive public consultation and research into municipal development services practices. Staff are reviewing the report's 54 calls for action and will produce a separate report by the end of the third quarter assessing their feasibility, the municipality's legislative ability to adopt them, and an implementation plan.
- The Planning Committee received a new [Parkland Standards Development Manual](#). This manual guides park development in both private and municipal projects and complements the existing Subdivision Guide.
- Council approved a direction for managing the transition to full producer responsibility for blue box collection costs, [authorizing the General Manager of Growth and Infrastructure](#) to enter into an agreement with Circular Materials Ontario to continue blue box collections during the transition period.
- Council approved a [Roadmap to End Homelessness by 2030](#) that anticipates significant new investments in infrastructure and services from all three levels of government.
- The Operations Committee received a presentation regarding the development of the [Lasalle-Elisabella Employment Lands](#). The goal is to ensure an adequate supply of serviced employment land and make appropriate asset renewal investments to support Council's economic development goals.
- The Finance and Administration Committee received a report updating the corporation's [long-term financial plan](#) at its June 18 meeting. The report described a "base" plan that anticipates known, approved service levels and projects as well as two scenarios that contemplate different levels of asset renewal efforts.

- The Planning Committee received a report describing the status of the ongoing [Downtown Master Plan Review](#) at its June 24 meeting. A series of public engagement sessions is part of the work involved in updating the master plan. One session occurred May 27, in collaboration with the Greater Sudbury Development Corporation, where [Jan Knikker](#), a Principal with the architectural firm that supported the city of Rotterdam’s urban revitalization, delivered a presentation describing that city’s transformation.

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

Operating Performance to June 30

Appendix C presents the corporate balanced scorecard. Overall, daily operations are meeting performance goals. As at the writing of this report, two motions passed during the second quarter that influence 2024 workplans. These include:

- A [request](#) for the Mayor and CAO to engage Public Health Sudbury and Districts regarding current practices for discarding used needles, and report the results in September
- A [direction](#) to staff to prepare an accessibility consultation policy by September

Status of Key Enterprise Risks

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

Next Steps

A brief presentation will be provided during the open portion of the July 9 Finance & Administration Committee meeting to demonstrate appropriate transparency and accountability, and to facilitate public discussion about the corporation’s first quarter performance.

Resources Cited

May 22, 2024: **2024 CAO Performance Objectives and First Quarter Performance** <https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=394a5bd9-8dbe-4c47-b7f7-5e257cc1be3a&Agenda=Agenda&lang=English&Item=23&Tab=attachments>

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

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

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

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