

2024 CAO Performance Objectives and Third Quarter Performance

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| Presented To: | Finance and Administration Committee |
| Meeting Date: | October 16, 2024 |
| Type: | Presentations |
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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 September 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 third 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 third quarter. The lost time injury frequency rate for the third quarter was 3.19 (or 3.0 if you remove the effects of Covid-19), down from 4.27 in the second quarter. There were no Ministry of Labour orders issued during the quarter, and none are outstanding as at September 30.

Project teams for the Occupational Health and Safety Management System – iCARE project, led by General Manager of Growth and Infrastructure Tony Cecutti, are reviewing Phase I employee survey feedback. A summary of the survey responses was circulated to all employees earlier in September. Work continues on developing the enterprise standards and related change management, along with the communication activities that will be required to introduce successful change.

Employee Overtime

There were approximately 30,000 hours of overtime (banked or paid) worked throughout the third quarter (Q3 2023 – 69,000 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 6% of all overtime hours in Q2 2024 (7% 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 Arenas) special events/tournaments occur. Approximately 70% of the paid overtime hours in Q3 supported the following six subservices:

- Fire Services, mainly for the Fire Suppression sub-service – 6,402 hours
- Pioneer Manor, mainly for the Resident Care sub-service – 6,128 hours
- Linear Infrastructure, mainly for the Roads Reactive Maintenance sub-service – 3,489 hours
- Paramedic Services, mainly for the Emergency Response sub-service – 3,128 hours
- Engineering/Construction Services, mainly for the Roads sub-service – 1,628 hours

Status of 2024 Objectives

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

- The Community and Emergency Services Committee considered [pending capital improvements at the Lively Ski Hill](#). City Council then [directed](#) that the ski hill remain open for the 2024-25 season, alongside the issuance of a market solicitation to identify potential third party operators for the facility.
- City Council approved a single-source contract award to KKR Advisors that supports [Event Centre](#)

[project development](#), including a site assessment to identify potential locations for the Event Centre and adjacent economic development opportunities, negotiating term sheets with the Event Centre's key tenants, and supporting efforts to solicit proposals from architectural firms for the Event Centre's design.

- The Finance and Administration Committee received a report describing the [non-union salary administration policy](#). Among other details, despite recent adjustments, it noted pay rates for non-union positions with Council-approved peer municipalities remain 2.1% - 4.3% below market. This report was supplemented by an [Auditor-General review](#) of the policy to provide independent assurance about staff's review. A report by the end of Q4 is underway to assess the implications of changes to the comparator group. At the same meeting, the Finance and Administration Committee received a report describing the corporation's [Exit Interview Policy and Process](#).
- The Community and Emergency Services Committee approved the city's application to host the [Ontario 55+ Games](#). The event is anticipated to attract 1,200 visitors in August 2025 and generate an economic impact of \$1.5 million.
- City Council approved an application for the federal government's [Housing Accelerator Fund](#). The application describes work that aligns with efforts already underway to streamline development approvals and increase the amount of housing units available in the city by an additional 1,100 building permits.
- The Operations Committee received an update on the [Solid Waste Management Strategy](#). The anticipated recommendations will reduce waste, extend the landfill's remaining useful life and improve system performance over the next ten years.
- The Community and Emergency Services Committee approved a plan that addresses [winter 2024-25 unsheltered homelessness service enhancements](#). Considering the increased number of unsheltered homeless persons, the plan anticipates increasing the supply of shelter space and providing a warming centre at the site previously dedicated to supervised consumption services.
- City Council provided direction regarding [vacant and derelict buildings](#) following a presentation and analysis from staff that addressed practices in other communities. Council approved a direction calling for the creation of a Vacant Building Registry by-law and to amend the User Fee by-law that introduced escalating fines for property standards violations.
- City Council received an update on the [Cultural Hub at Tom Davies Square](#), including a presentation describing the facility's design. Council authorized the CAO to enter into a funding agreement with the federal government that would provide \$25 million toward the project's capital costs.
- City Council directed staff to prepare information for [additional meetings](#) in the fourth quarter to support Council's review/confirmation of the approved 2025 budget.

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 September 30

Appendix C presents the corporate balanced scorecard. Overall, daily operations are meeting performance goals.

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 October 16 Finance & Administration Committee meeting to demonstrate appropriate transparency and accountability, and to facilitate public discussion about the corporation's first quarter performance.

Resources Cited

July 9, 2024: **2024 CAO Performance Objectives and Second Quarter Performance** <https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=d6f1a012-62c6-4b16-a05a-eb498a64cd09&Agenda=Agenda&lang=English&Item=23&Tab=attachments>

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>