Request for Decision

2020 CAO Performance Objectives and Quarterly Performance Report

Presented To:	Finance and Administration Committee
Presented:	Tuesday, Jul 07, 2020
Report Date	Wednesday, Jun 24, 2020
Type:	Presentations

Resolution

 THAT the performance objectives, as outlined in Appendix A of the report entitled "2020 CAO Performance Objectives and Quarterly Performance Report", presented at the City Council meeting on July 7, 2020, be approved and included in the Chief Administrative Officer's 2020 Personal Performance and Development Plan as set out in the CAO's Performance Evaluation Process approved by City Council in Motion CC2017-36.

Relationship to the Strategic Plan / Health Impact Assessment

Fulfilling the objectives described in Appendix A 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.

Report Summary

 This report outlines the Chief Administrative Officer's 2020 performance objectives and provides a summary of first and second quarter performance.

Financial Implications

There are no direct financial implications associated with the recommended resolutions.

Signed By

Report Prepared By
Ed Archer
Chief Administrative Officer
Digitally Signed Jun 24, 20

Financial Implications
Steve Facey
Manager of Financial Planning & Budgeting
Digitally Signed Jun 24, 20

Recommended by the C.A.O.
Ed Archer
Chief Administrative Officer
Digitally Signed Jun 25, 20

BACKGROUND

One of the consequences of the Covid-19 virus response is the delay of an agreed set of 2020 CAO performance objectives. Expected organizational results were described and approved as part of the 2020 Budget. So while there is a basis for assessing organizational progress, the approved process for setting the CAO's performance objectives was interrupted by the activation of the Community Control Group ("CCG") and the need to manage the corporation as part of the community's response to the Covid-19 threat.

During the preparation of the 2020 Budget, ELT identified key deliverables that reflected its understanding of efforts required this year to fulfil Council's strategic directions, sustain organizational change initiatives and promote innovation:

- Efforts to Fulfil Council's Strategic Directions
    - Asset Management plans
    - IT Strategy implementation
    - Human Capital Management Plan
    - Enterprise Risk Management policy implementation
    - Customer Service Strategy – CRM implementation & Customer Service training
    - Enterprise planning and performance reporting development
    - Land Management Information System product selection
    - Employment Land Strategy
    - Advanced Metering Infrastructure implementation
    - Community Energy and Emissions Plan
    - Government Relations Framework
- Organizational Change Initiatives
    - Leadership development initiatives for both management and non-management staff
    - Operationalize the Enterprise Risk Management Policy
    - Indigenous Relations Training
    - Core Services Review
- Promote Innovation
    - Develop enterprise-wide time and attendance reporting policies and processes
    - Introduce new software to support customer service and process improvements (PerfectMind, Customer Relationship Management, Automated Metering Infrastructure, Land Management Information System, Pay-by-Plate Parking Technology, Meeting Agenda and Management Software)
    - Employee and citizen surveys

For practically all of these, the need to redirect resources and the substantial disruption caused by the Covid-19 response prompts some reconsideration of planned service efforts. Combined with ongoing work carried forward from 2019, ELT identified priority projects that should proceed in 2020, subject to the requirements of the corporation's Covid-19 response.

ANALYSIS

2020 Objectives

The following projects require a shared focus among members of the Executive Leadership Team ("ELT"), and it is the consensus view of ELT that work on these projects continue:

a) Customer Service Strategy
b) Communications and Community Engagement Review/Recommendations
c) Economic Development/Development Financing/Development Approval Process Improvement
d) Leadership Development
e) Large Projects

f)   Enterprise Risk Management
g)   Time and Activity Reporting
h)   Employee survey
i)   Community Emergency Management of the COVID-19 Response
j)   Service Restoration From the COVID-19 Response
k)   Service Innovations Arising From the COVID-19 Response

Appendix A provides more details about each of the above projects. Subject to Council's approval of the recommendations in this report, each executive team member will identify these projects in their personal performance plans as significant objectives.

Quarterly reporting to Council will continue. It is important to note that the priority projects described here are not the only projects that will proceed in 2020, but they are examples of 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.

First and Second Quarter Performance

The first and second quarters of 2020 were dominated by the presence of the Covid-19 virus. The CAO is the Chair of the CCG, which is part of the governance structure included in Greater Sudbury's Community Emergency Response Plan. The CCG has been meeting at least weekly since January, first to monitor global events related to the Covid-19 response and, when the virus made its way to Greater Sudbury, as frequently as daily to coordinate resources and share information among stakeholders. It established a series of objectives to guide its efforts, which were communicated several times with City Council and the organization as a whole throughout the last three and a half months:

1.   Prioritize community support for critical care capacity

2.   Provide critical and essential services

3.   Address the need for social cohesion and connection, and minimize social disruption

4.   Support community businesses and economic recovery

5.   Inventory and analyze all available programs from senior levels of government and apply/implement where they assist with other current and planned objectives

6.   Collect and consolidate key data that best facilitates real-time CCG decision support

Both City Council and staff have been receiving daily email updates describing the status of the corporation's Covid-19 response. These have been augmented by a series of staff reports providing information about the status of municipal services and the financial implications of the corporation's response:

Covid-19 Service Status Reports

COVID-19 Update, Report to Council April 7, 2020

Report to Finance and Administration Committee April 14, 2020

COVID-19 Update, Report to Council May 5, 2020

COVID-19 Update, Report to Council May 19, 2020

Report to Finance and Administration Committee June 2, 2020

COVID-19 Update, Report to Council June 9, 2020

COVID-19 Update, Report to Council June 23, 2020

Support for Community Business and Economic Recovery, Report to Council June 23, 2020

Collectively, these reports describe service efforts that reflect the CCG objectives. These service efforts, combined with effective interagency coordination and effective community response to provincial orders and PHSD guidance, helped produce a series of outcomes including:

- A relatively low number of Covid-19 community infections
- Sufficient local health care system capacity to effectively manage Covid-19 cases
- Enhanced social services support for vulnerable populations
- Effective management of Pioneer Manor to protect residents and staff
- Sustained provision of critical and essential municipal services
- Coordination of Community Control Group activities, supported by data, to maintain effective communication, alignment between critical health care and community service organizations, and to create a clear "line of sight" on shared priorities

NEXT STEPS

Subject to Council's decisions on the recommendations in this report, a third quarter update will be provided early in the fourth quarter.

Appendix A: Priority Projects and Expected Outcomes

Priority Projects	Expected 2020 Outcome	Relationship to the Strategic Plan	Timing and Dependencies
Customer Service Strategy	Go live with new Customer Relationship Management software	Goal 1.5 – Demonstrate Innovation and Cost Effective Service Delivery	Q4, subject to Covid-19 restoration work.
Communications and Community Engagement	Create an implementation plan that responds to third party recommendations received in Q1 2020	Goal 1.5 – Demonstrate Innovation and Cost Effective Service Delivery	Q3, subject to Covid-19 restoration work.
Economic Development/Development Financing/Development - Approval Process Improvement	Assess changes made in 2019 that respond to development community feedback; complete the GSDC Governance Review	Goal 1.5 – Demonstrate Innovation and Cost Effective Service Delivery	Q3, subject to Covid-19 restoration work.
Large Projects	Advance the work required for producing outcomes related to Council's Large Projects	Goal 4.4 – Invest in Transformative Facilities, Spaces and Infrastructure Initiatives that support Economic Activity	Q3 and Q4
Enterprise Risk Management	Build staff training and administrative processes in accordance with previous ELT directions	Goal 1.5 – Demonstrate Innovation and Cost Effective Service Delivery	Q4, subject to Covid-19 restoration work.
Time and Activity Reporting	Prepare a business case for capital funding	Goal 1.5 – Demonstrate Innovation and Cost Effective Service Delivery	Q4
New: Community Emergency Management of the COVID-19 Response	Minimize community risk and fulfil the objectives established by the Community Control Group, all in accordance with Council's directions	Not applicable	Q1-Q3

New: Service Restoration from the COVID-19 Response	Restore suspended municipal services and bring modified municipal services back online in accordance with provincial/PHSD guidance	Not applicable	Q3 and Q4
New: Service Innovations Arising from the COVID-19 Response	Identify, define and create plans for capturing policy/process improvements developed as part of the corporation's COVID-19 response	Not applicable	Q3-Q4, aligned with service restoration, core services review and other data-driven analyses across organization. Expected implementation will address immediate, 2-3 year and 4 to 10 year time frames.