

CAO's Office & Corporate Services 2019 Outlook

Presented by:

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Procedure By-law for Finance and Admin

Mandate:

- ▶ To hear presentations and receive correspondence and reports from the Corporate Services Department and the Office of the Chief Administrative Officer and to make recommendations to Council on these matters. The Finance and Administration Committee is responsible for the budget and budget process.

Key Deliverables - Communications and Community Engagement

- ❑ Communications and Engagement, 3-1-1, Customer Service
- ▶ Customer Service Strategy - in 2019 this includes:
 - ▶ Customer service response standards
 - ▶ Staff training, and
 - ▶ The selection of a Customer Relationship Management (CRM) system
- ▶ A review of external and internal communications programs, in alignment with the Communication Strategic Plan (2018-2020), to maximize the effectiveness of communication activities across the organization

Key Deliverables - Economic Development

- ❑ Investment and Business Development, Tourism and Culture, Entrepreneurship and Small Business Development.
- ▶ Work with established partnerships to advance the Business Incubator and Seed Capital initiatives.
- ▶ Provide recommendations for Council in response to the Auditor-General's 2018 report on GSDC Governance.
- ▶ Develop a strategy and implementation plan for proceeds from the Municipal Accommodation Tax

Corporate Services - Overview

- ❑ Legal and Clerk's Services
- ❑ Corporate Security and By-Law Services
- ❑ Information Technology
- ❑ Human Resources & Organizational Development
- ❑ Finance, Assets and Fleet

High Level Objectives - Legal and Clerk's Services

- ❑ Continue Clerk's Services, Regulated Services (including Provincial Offences and Archives), Legal Services and Council Support in line with service levels in the business plan.
- ▶ Delivery or scheduling of key orientation educational components.
- ▶ Adoption of the services of an integrity commissioner.
- ▶ Review record management practices (Corporate and Archival).
- ▶ Procurement for a new, improved agenda and meeting management system.
- ▶ Provide Election Summary Report, Method of Vote Report for the 2022 Election and conclude filings and Compliance Audit Committee work.
- ▶ Provide a report regarding Ward Boundaries.

High Level Objectives - Corporate Security and By-law Services

- ❑ Continue Security, By-law enforcement, Animal Control and Sheltering and Municipal Parking Services in line with service levels in the business plan
- ▶ An examination of service levels for security, enforcement and parking activities.
- ▶ A review of the current business licensing process with recommendations for improvement to support an accessible service delivery model.
- ▶ Citing process for a more suitable animal shelter location/facility.
- ▶ Implement security service level enhancements.
- ▶ Implement downtown parking application and pay by plate machines.
- ▶ Continue to understand the ramifications of cannabis legalization on security and enforcement.

High Level Objectives - Information Technology

- ❑ Continue providing IT project delivery, infrastructure, client services and business solution delivery and access in line with service levels in the business plan
- ▶ Complete projects on the roadmap contained in the Corporate Information Technology Strategic Plan including a new enterprise governance model.
- ▶ Continue monitoring and upgrading systems and programming to reduce cyber-security risk.
- ▶ Champion the development of greater analytical capacity to ensure the City has the staff and technology tools to make data driven decisions.
- ▶ Explore potential associated with enhanced community network access for the delivery and performance monitoring of City services.

High Level Objectives - Human Resources and Organizational Development

- ❑ Continue to provide human resources, labour relations, compensation and benefits, organizational development, health, safety, wellness and rehabilitation services in line with the division business plan.
- ▶ Negotiate renewal agreements with the Canadian Union of Public Employees (CUPE) Inside, Outside and Housing locals and Pioneer Manor.
- ▶ Arrive at a Human Capital Strategic Plan for CGS.
- ▶ Implement Psychological Health and Safety Standard initiative.
- ▶ Implement enterprise software for workplace inspections
- ▶ Continue Housing Operations integration within the Community Development division.

High Level Objectives - Financial Services

- ❑ Continue to provide Taxation, Accounting, Purchasing, Financial Planning and Budgeting services inline with the division business plan.
- ▶ Implement E-tendering.
- ▶ Complete Development Charges Background Study.
- ▶ Continue evolution toward an enterprise-wide system of capital planning and capital reserve fund management.
- ▶ Obtain Council direction regarding multi-year budgeting for 2020 and 2021.
- ▶ Develop a funding model for storm water infrastructure.
- ▶ Develop more robust assessment protection policy.

High Level Objectives - Assets and Fleet Services

- ❑ Continue to provide Real Estate, Facilities management, Capital project management, Fleet services, Energy initiatives and Asset Management in line with the division business plan.
- ▶ Perform a business process review of fleet maintenance services.
- ▶ Continue work on CGS asset management plan in line with Asset Management Policy and reporting requirements.
- ▶ Centralization of facilities management and reduce reliance on third party facility maintenance.
- ▶ Manage multiple building projects on 2019 capital plan (1160 Lorne Building Automation, TDS projects, Fire Halls, AODA Assessments)

Q1 - Major Reports

- ▶ Code of Conduct for Members of Council
- ▶ Council Procedure By-law
- ▶ Staff / Council Relations Policy
- ▶ Election Summary Report
- ▶ Finalization of the 2019 budget
- ▶ Proposed changes to City's Development Charges by-law and rates
- ▶ Finance and Admin Annual Outlook
- ▶ E-tendering
- ▶ Remuneration and Expenses Paid to Members of Council and Council Appointees during 2018
- ▶ Greater Sudbury Market Association Contribution Agreement
- ▶ HCI Applications Update

Q2 - Major Reports

- ▶ Water Wastewater services financial plan
- ▶ 2018 capital budget variance report
- ▶ 2018 Capital Program Status
- ▶ 2019 property tax policy
- ▶ Section 391 charges - update of existing projects
- ▶ 2020-2021 budget direction and two year financial forecast
- ▶ 2019 first quarter statement of council expenses
- ▶ 2018 capital projects in progress and completed capital projects
- ▶ 2019 annual repayment limit
- ▶ Downtown Parking Update
- ▶ Indoor Tennis Club
- ▶ 2019 PDAC Convention
- ▶ Payment-in-lieu of parkland (Parks Reserve Fund) - Treasurer's annual financial statement
- ▶ 2018 investment report
- ▶ Development charges - Treasurer's annual statement
- ▶ 2018 operating budget variance report - December
- ▶ 2019 operating budget variance report - March
- ▶ 2019 capital budget variance report - March
- ▶ Customer Services and 311 update
- ▶ 311 and Community Engagement
- ▶ HCI Community Initiative Fund 2018 Year-end Report
- ▶ 2019 Annual Repayment Limit

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Q3- Major Reports

- ▶ Information Technology Strategy Update
- ▶ Revisions to the Payment of Expenses for Members of Council and Municipal Employees
- ▶ 2019 second quarter statement of council expenses
- ▶ 2019 operating budget variance report
- ▶ 2019 capital budget variance report
- ▶ GSDC Annual Report
- ▶ Business Licensing Review
- ▶ Communications Update
- ▶ Customer Service and 311 Update
- ▶ 2020 - 2021 Budget Update
- ▶ Ward Boundary Analysis

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- ▶ 2020 - 2021 Budget Update
- ▶ Ward Boundary Analysis

Q4 - Major Reports

- ▶ 2020-2021 budget overview presentation
- ▶ Greater Sudbury Police Services Board - 2020 budget
- ▶ Conservation Sudbury Board - 2020 budget
- ▶ Board of Health for Public Health Sudbury & District - 2020 budget
- ▶ 2019 Third Quarter Statement of Council expenses
- ▶ 2019 operating budget variance report - September
- ▶ 2019 capital budget variance report - September
- ▶ Asset Management: State of the Assets Report
- ▶ Customer Service & 311 Update
- ▶ Finalization of the 2020 - 2021 Budget

Questions, comments?