



**OFFICE OF THE CHIEF
ADMINISTRATIVE OFFICER**
Staff Report

REPORT NO: CAO-2024-08
TO: Council
SUBMITTED BY: Sharon Chambers, Chief Administrative Officer
PREPARED BY: Sharon Chambers, Chief Administrative Officer
REVIEWED BY: Sharon Chambers, Chief Administrative Officer
DATE: May 27, 2024
SUBJECT: Staffing Requirements and Timeline for Proposed Quarterly Reporting

RECOMMENDATION:

THAT Council receive Report CAO-2024-08 Staffing Requirements and Timeline for Proposed Quarterly Reporting.

SUMMARY:

The purpose of this report is to provide Council with an update on staffing resources required and timeline to implement the proposed quarterly reporting, in accordance with the motion brought forward by Councillor Wilkinson, at the January 29, 2024, Regular Council Meeting.

BACKGROUND:

Council recognizes the importance of transparency, accountability, and proactive planning in municipal governance, and noted the regular and detailed reporting from various Township departments is crucial for effective oversight, budget management, informed decision-making, and strategic planning. The January 29, 2024 Motion is as follows:

WHEREAS regular and detailed reporting from various city departments is crucial for effective oversight, budget management, informed decision-making, and strategic planning;

THEREFORE BE IT RESOLVED that each department be directed to submit a quarterly report to Council. These reports shall include the following elements:

- Key Accomplishments: A summary of major achievements and progress in the department's activities over the quarter;
- Key Performance Indicators (KPIs): A detailed analysis of the department's performance against pre-defined metrics and goals;
- Budget Update: An overview of the department's financial performance, including expenditures and any variances from the budget;
- Upcoming Projects: A forecast of major projects and initiatives planned for the next quarter;
- Potential Challenges: Identify any anticipated challenges or obstacles in achieving upcoming tasks, with preliminary strategies for addressing these challenges; and,
- Priorities for the Next Quarter: A statement of strategic priorities and focus areas for the upcoming quarter.

BE IT FURTHER RESOLVED that the Office of the Chief Administrative Officer be directed to provide a concise weekly summary of city operations to the City Council. This summary should include significant developments, administrative updates, and any urgent issues requiring Council attention.

BE IT FURTHER RESOLVED that the Clerk's Office be directed to develop and maintain a document to update Council and the public regarding upcoming council meetings as far as 4 meetings in advance. These updates should include upcoming agendas, scheduled discussions, pending decisions, and any preparatory material relevant to the council members.

BE IT FURTHER RESOLVED that implementing these reporting requirements shall commence in the next fiscal quarter, ensuring that all departments are given adequate notice and resources to comply effectively.

BE IT FINALLY RESOLVED that this motion be reviewed annually to assess its effectiveness and to make any necessary adjustments to the reporting requirements or processes.

THAT Staff report back to Council on May 27, 2024 on Councillor Wilkinson's motion regarding departmental quarterly reporting specifically on staff resources required and timeline to implement the proposed reporting.

As such, this report presents staff's findings for Council's consideration.

REPORT:

Below is an analysis of the proposed reporting requirements as compared to current practice.

Departmental Quarterly Reports:

Proposed:

On a quarterly basis, each department to submit a report to Council including the following;

- **Key Accomplishments:** A summary of major achievements and progress in the department's activities over the quarter;
- **Key Performance Indicators (KPIs):** A detailed analysis of the department's performance against pre-defined metrics and goals;
- **Budget Update:** An overview of the department's financial performance, including expenditures and any variances from the budget;
- **Upcoming Projects:** A forecast of major projects and initiatives planned for the next quarter;
- **Potential Challenges:** Identify any anticipated challenges or obstacles in achieving upcoming tasks, with preliminary strategies for addressing these challenges; and,
- **Priorities for the Next Quarter:** A statement of strategic priorities and focus areas for the upcoming quarter.

Current Practice:

Budget Book: Staff developed an updated budget book in conjunction with the 2024 budget process. The revised document includes a Service Delivery Summary for each department which outlines key accomplishments in the previous year, major initiatives, upcoming projects and pressures and challenges for the coming year. Some departments included Key Performance Indicators (KPI's) based on available data, however were not necessarily linked to Council's strategic priorities. The budget book was developed jointly by the Office of the CAO, Interim CFO and finance team. The intent was to continue to evolve the document to include enhanced departmental business plans which would measure progress against strategic plan goals, including relevant KPI's. Best practices to consider when developing KPI's is to first identify and prioritize the strategic goals of the Township. KPI's should directly relate to these strategic goals to assist in measuring progress and provide meaningful insight into performance and outcomes. In order to achieve this, appropriate systems must be in place to gather data and relevant information for each KPI. Sufficient staff resources are required to update and maintain the data.

Quarterly Financial Reports: The Township's historical practice is to provide quarterly financial updates to Council and the public on the operating and capital budget.

Chief Administrative Officer Weekly Reports:**Proposed:**

Chief Administrative Officer to provide a concise weekly summary of Township operations to Council, including significant developments, administrative updates, and any urgent issues requiring Council attention.

Current Practice:

The CAO Department provides a weekly update to Council on various departmental activities, upcoming programs, events and activities. This is information that Council may share with constituents. In addition, the CAO provides regular email updates to council on operational matters and matters requiring council attention, including proposed agenda items for the next Council meeting. (one meeting in advance)

Legislative Services (Clerks) Reports on Upcoming Agenda Items:

In addition, the Municipal Clerk was asked to report back on the implementation of a document to update Council and the public regarding upcoming council meetings as far as 4 meetings in advance. The request indicated that these updates should include upcoming agendas, scheduled discussions, pending decisions, and any preparatory material relevant to the council members. While supportive of the intent of the request, staff are concerned with providing a forecast of future discussions and managing public expectations with respect to being able to accurately predict when reports will be prepared for Council debate and public comment.

With this said, in support of accessible, accountable, and transparent local decision-making, Township staff propose the development of a tracking system for Council decisions and direction. The tracking tool will highlight decisions made by Council requiring action, deferrals of discussions and decisions, corresponding actions undertaken or completed, and what action items remain outstanding. It is anticipated that the tool will help Council, staff and the public identify where progress has been made on specific Council requests and assist with informed decision-making, prioritization, and the ability to monitoring outstanding items. The implementation of this tool can be completed within existing resources and included on the Township's Council Meeting Calendar webpage.

Recommendation:

With the hiring of the new Chief Financial Officer, the Townships financial practices, systems and reporting framework is currently under review. The Finance Team is still experiencing key vacancies and work will begin in June to overhaul the Township's budget processes. This will be a key area of focus and is critical toward providing Council with sufficient information to make informed decisions as the Township works to improve our financial position. All available resources must be allocated to this work.

The CAO will work with Director Clark to review the quarterly financial reporting framework to see if there is an opportunity to make improvements that will align with Council's request. It is not recommended that KPI's be developed until Council sets strategic priorities to ensure that

we are measuring performance toward the Township's strategic goals rather than focusing resources toward collecting data for arbitrary KPI's that may not have value.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Increased focus on improving financial practices and reporting to the public aligns with the strategic goal of Responsible Governance.

FINANCIAL CONSIDERATIONS:

none

ATTACHMENTS:

none