

## For Information Only

### Council Strategic Planning

|               |                        |
|---------------|------------------------|
| Presented To: | Special City Council   |
| Presented:    | Tuesday, Jan 08, 2019  |
| Report Date   | Thursday, Dec 20, 2018 |
| Type:         | Presentations          |

#### **Resolution**

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#### **Relationship to the Strategic Plan / Health Impact Assessment**

This report refers to operational matters.

#### **Report Summary**

Based on years of research, Dr. Chris Bart will facilitate a discussion about strategic planning including the importance of mission, the role of Council versus Management and next steps in the process.

#### **Financial Implications**

There are no financial implications associated with this report.

#### **Signed By**

##### **Report Prepared By**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 20, 18*

##### **Financial Implications**

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##### **Recommended by the Department**

Ed Archer  
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##### **Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 20, 18*

## BACKGROUND

The attached reference document (Appendix A) was prepared to offer some context and to support Council's strategic planning work. Staff anticipates the development of the strategic plan will occur throughout the first and second quarters of 2019.

Senior staff prepared the attached analysis of potential issues and opportunities that could form a basis for Council's strategic plan discussions and assembled them into the attached summary. Also attached is the staff report (Appendix B) presented at Council's August 14, 2018 meeting about Council orientation and strategic planning. It included an outline of the anticipated strategic planning process.

As discussed with the Mayor, the following schedule and milestones will be used to complete your strategic plan by the end of the second quarter:

**January 8** - introductory planning session for Council - facilitated by Dr Chris Bart, former Professor of Strategy and Governance at McMaster University's DeGroote School of Business. Dr Bart is also an author, professional speaker and business consultant. He is an authority on organizational mission and vision statements, the roles and responsibilities of corporate directors and the strategic governance of for-profit and not-for-profit organizations. Among other accomplishments, he has assisted a variety of municipalities with the development of their strategic plan. Attached is a full biography (Appendix C).

**January and February** - Councillor surveys conducted by Dr Bart with individual members of City Council. The information from these surveys will inform a strategic planning workshop that will be held in March.

**March 22/23** - Council Strategic Planning Workshop - a two-day session facilitated by Dr Bart with City Council where choices about strategic directions and actions will take shape. The Executive Leadership Team will also participate in this session.

**April** - first draft of the Strategic Plan

**May** - final draft of the Strategic Plan

**June 25** - Council approval of the Strategic Plan

The attached reference document is a starting point for deliberations about Council's priorities and the changes required in the community's infrastructure, quality of life and economy. It is not, and is not intended to be, an exhaustive list of issues, nor a comprehensive analysis of all of the factors that Council may wish to consider during its strategic planning activities.



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# **Council Strategic Planning 2018-2033**

Reference Material

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## Purpose of this Document

This document provides a starting point for a discussion about Council’s priorities and the changes it wants to produce in the community’s infrastructure, quality of life and economy. It is not, and is not intended to be, an exhaustive list of issues, nor a comprehensive analysis of all of the factors that Council may wish to consider during its strategic planning activities.

## What is Strategic Planning?

Strategic planning is the process of identifying the unique and valuable activities that produce significant, desired changes to the current environment. It requires the consideration of trade offs and choices that provide the best chance of achieving intended outcomes, including choices about what **not** to do.

## What is Council’s Role?

City Council decides what to include in the strategic plan and sets the direction the corporation will follow for at least the next four years.

## Vision, Mission and Values

A variety of tools and data is available to support Council’s deliberations. A primary support tool is the corporation’s Vision, Mission and Values statements. These describe the essential elements that guide the corporation’s decisions when clear choices or data are otherwise not available. Ultimately, the corporation’s **Vision** is:

“A growing community, recognized for innovation, leadership, resourcefulness and a great northern lifestyle.”

The corporation’s **Mission** is:

“Providing quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.”

The corporation's **Values** are:

- Acting today in the interests of tomorrow
- Providing quality services with a citizen focus
- Embodying openness and transparency
- Communicating honestly and effectively
- Creating a climate of trust and a collegial working environment to manage our resources efficiently, responsibly and effectively
- Encouraging innovation, continuous improvement and creativity
- Fostering a culture of collaboration
- Ensuring an inclusive, accessible community for all
- Respecting our people and our places

## What's Not Changing?

Notwithstanding the focus on “change” in a strategic planning setting, it is valuable to consider what **won't** change. This may be at least as important as deciding what the change agenda looks like because the stability of the things that won't change provides opportunities for investments that produce long-term benefits. For example, it is likely that:

- Taxpayers will always expect value for money
- Taxpayers will always expect that Council will be mindful of the balance between service levels and affordability
- The City will always need a talented and capable workforce

## What Could Our Strategic Plan Address?

### Infrastructure That Supports Economic Development and Lifestyle Expectations

Demographic changes, choices about asset management and how residents and visitors alike use our infrastructure to experience our city all significantly influence our choices about infrastructure investments. Topics for discussion could include:

Asset Management Renewal

Culture and Tourism

Waste Management/Waste Diversion

Transportation System Improvements

Design and Place Shaping

Public Transit

Telecommunications

### Environmental Sustainability

There are long-term consequences from decisions we make today that can significantly influence our natural environment and our ability to use natural resources to support our lifestyle. Topics for discussion could include:

Climate Change

Water and Wastewater

Stormwater Management

Protect and Enhance the Natural Environment

### A Prepared, Resilient Community That Can Compete on a Global Stage

There are external factors for which the city has little or no direct control that can nonetheless significantly influence its operations. Whether your focus is on the city's economic competitiveness, taxpayer affordability, skills availability or its readiness to respond to community emergencies, topics for discussion could include:

Workforce management and development

Affordable financing plans and service levels

Multi-sector collaboration

Evolving transportation demands

Leveraging and developing Greater Sudbury's key strengths

Appropriate technology utilization

Emergency preparedness and response

Data management and analytics

Business Attraction, Development and Retention

Collaboration, partnerships and service integration opportunities

### Inclusive Growth

Inclusive growth is growth that benefits everyone. It anticipates all members of our community have access to essential services, and that both financial and non-financial benefits from increased prosperity are distributed across our society. Topics for discussion could include:

Housing

Municipal-Indigenous Relations

Heritage Properties

Culture and Tourism

Population Health Calls to Action

Immigration and Refugee Settlement

Transportation and Accessibility

Multi-Cultural Support

Diversity

### Community Trust and Confidence

Having the community's trust and confidence is a municipality's "Return on Investment". When trust and confidence exist, City Council can anticipate effective results and a cycle of positive outcomes.

Topics for discussion could include:

|  |                                  |
|--|----------------------------------|
| Community Engagement   | Customer Service Improvements    |
| Evolving use of digital service channels   | Asset Management and Renewal     |
| Promote a culture of public accountability, transparency and outcome achievement | Local Investment and Development |

## Questions to Consider

What do you think of the current vision, mission and values? Do they still apply? Do they need to be altered? If so, in what way?

What kind of city would you like to see Greater Sudbury become in 15 or 20 years?

What critical elements or attributes would need to be in place to make the city what you want it to be?

What are the main barriers that prevent the kind of evolution you anticipate for the city?

## Technical Reference

Public and municipal infrastructure is the groundwork to ensuring that a community is an attractive place to live, work, raise a family, or do business. The trends identified by the organization's departments resonate with trends at the provincial, federal and global stages. They include:

- 1- Demographic changes
- 2- Changes in service level expectations and types of services offered
- 3- Changing legislative frameworks
- 4- Labour force impacts to the municipal labour force
- 5- Application of innovative technologies
- 6- Need for infrastructure renewal
- 7- Impact of global factors

For the purpose of this report, four comparator municipalities are presented, each with their own similarities to the City of Greater Sudbury. Looking at population size, recent population growth, the geographic footprint and density of the community provide context for municipal service delivery in each community. The data sets also provide context as to why we may be experiencing certain challenges and opportunities by looking at how we differ from our counterparts.

| Comparator Municipalities |                 |                 |          |                          |                         |
|---------------------------|-----------------|-----------------|----------|--------------------------|-------------------------|
| City                      | Population 2018 | Population 2011 | % Change | Areas (km <sup>2</sup> ) | Population Density 2018 |
| Greater Sudbury           | 161,531         | 160,274         | 0.8      | 3,228.35                 | 50.04                   |
| Thunder Bay               | 107,909         | 108,359         | -0.4     | 328.36                   | 328.63                  |
| Kingston                  | 123,798         | 123,363         | 0.4      | 451.19                   | 274.38                  |
| Guelph                    | 131,794         | 121,688         | 8.3      | 87.22                    | 1,511.05                |
| Windsor                   | 217,188         | 210,891         | 3.0      | 146.38                   | 1,483.73                |

At a local level, municipalities across Ontario and Canada feel similar challenges faced by the City of Greater Sudbury. Both the *Association of Municipalities of Ontario (AMO)* and the *Federation of Canadian Municipalities (FCM)* have identified common issues across most communities. AMO for example, identifies the diversification of municipal revenue streams as the key to long-term sustainability. Currently, the largest revenue source for Ontario municipalities remains property taxes, with transfer payments, user fees and service charges, development charges and other miscellaneous revenues as other sources. Limited revenue streams make it increasingly difficult for municipalities to meet and exceed current service level expectations and finance infrastructure maintenance and new construction. Further, the *Municipal Benchmarking Network of Canada (MBNCanada)* provides valuable evidence-based data and speaks to citizen expectations for transparency and effective municipal services. Recognizing the importance of efficiency, how can municipalities use this information to improve service delivery and allocation of resources?



Common municipal policy priorities over the next 5 years at the provincial and national stages include:

|   |   |   |
|---|---|---|
| <p style="text-align: center;"><b>Housing</b><br/>Affordable Housing<br/>2017 National Housing Strategy</p>   | <p style="text-align: center;"><b>Emergency Preparedness and Response</b><br/>Rail Safety<br/>Emergency Preparedness<br/>Fire Regulations</p> | <p style="text-align: center;"><b>Infrastructure and Municipal Assets and Services</b><br/>Municipal Infrastructure<br/>Public Transit<br/>Waste Diversion<br/>Telecommunications</p> |
| <p style="text-align: center;"><b>Health</b><br/>Cannabis Implementation<br/>Opioid Response<br/>Emergency Health Services and<br/>Changes to the Ambulance Act</p> | <p style="text-align: center;"><b>Economy</b><br/>Changes in Workplace Laws<br/>International Trade and Free<br/>Trade Agreements</p>         | <p style="text-align: center;"><b>Relationships</b><br/>Municipal-Indigenous<br/>Relationships<br/>Immigration and Refugee<br/>Settlement</p>   |

Supporting these priorities and finding alignment with related internal challenges and opportunities will provide a framework for Council in their decision making process. Using this information will allow us as a community to pivot and leap forward to maximize the use of existing resources, provide outstanding customer service, and offer municipal services for our changing demographics.

### TREND 1: Demographic Changes

Demographic changes refer to the changing structure of a population. Similar to Ontario and other parts of Canada, the population of Greater Sudbury is aging, meaning the median age is higher. Further, the community is increasingly diverse, home to individuals knowing one or both official languages, a growing Indigenous population, and an important immigrant population. These demographic factors impact not only the makeup of our community but also the municipal services required for each cohort's needs.

#### Related Internal Challenges and Opportunities

| CHALLENGES   | OPPORTUNITIES  |
|--|--|
| Outdated means-testing processes<br>Aging population and demographic transformation<br>Declining participation in sports and membership-based activities<br>Unhealthy population profile | Libraries and citizen service centers as community resources<br>Modest population growth<br>Volunteer-based programming activities |
| Impacted Departments   |  |
| Children Services<br>Community Safety<br>Housing Services  | Leisure Services<br>Planning Services<br>Social Services   |

### TREND 2: Changes in Service Level Expectations and Types of Services Offered

The nature of our business is changing. New technologies have also created amplified expectations for access to information and public participation. As such, different age groups have different expectations, making it challenging to ensure that existing services meet current needs as we plan for future needs.

#### Related Internal Challenges and Opportunities

| CHALLENGES  | OPPORTUNITIES  |
|---|--|
| Higher customer service expectations<br>Adapting to growth in use of digital channels<br>Meaningful and sincere citizen engagement<br>Increased demand and access to information<br>Matching funding with service demand<br>Transformation of transportation demands and expectations | Healthcare reform and alternative models of care<br>Business Intelligence<br>Collaboration, partnerships, and integration of services<br>Transformation of transportation demands and expectations |
| Impacted Departments  |  |
| Communications and Community Engagement<br>Community Safety<br>Information Technology<br>Legislative Services   | Leisure Services<br>North East Centre of Excellence for Seniors' Health<br>Roads and Transportation<br>Transit   |

### TREND 3: Changing Legislative Frameworks

Municipal services exist within a provincial framework. As a municipality, our organization is expected to adapt and keep up with a changing legislative climate. This impacts all departments both in our ability to provide services as well as internal accountability practices.

#### Related Internal Challenges and Opportunities

| CHALLENGES   | OPPORTUNITIES   |
|--|---|
| Developing analysis and mitigation strategies<br>Ensuring compliance of new rules and regulations<br>Changing priorities at other levels of government | Positive results of legislative changes and new opportunities |

#### Impacted Departments

|  |  |
|--|--|
| Building Services<br>Community Safety<br>Engineering | Finance, Assets and Fleet<br>Human Resources and Organizational Development<br>North East Centre of Excellence for Seniors' Health |
|--|--|

### TREND 4: Labour Force Impacts to the Municipal Labour Force

Shifting demographics not only affects the City of Greater Sudbury's service level expectations, but also our internal ability to provide these services. Our organization is also a workplace with a need to recruit, attract, and retain skilled labour. The current economic and demographic climate makes this challenging as the nation faces labour force shortages in nearly every industrial sector and occupational skill level.

#### Related Internal Challenges and Opportunities

| CHALLENGES  | OPPORTUNITIES  |
|---|--|
| Recruitment and retention of specific skill sets<br>Recruitment for key municipal roles<br>Insufficient size of labour pool | City image and branding<br>Advanced succession planning<br>Recruitment of skilled immigrants<br>Labour force migration |

#### Impacted Departments

|   |  |
|---|--|
| Building Services<br>Community Safety<br>Economic Development | Engineering<br>Human Resources and Organizational Development<br>North East Centre of Excellence for Seniors' Health |
|---|--|

### TREND 5: Application of Innovative Technologies

The development of new technologies provides both opportunities and challenges to the organization. Current and emerging technologies provide a plethora of data on daily practices and operations. With this comes the ability to streamline certain tasks, improve operational practices and maximize efficiencies across the organization.

#### Related Internal Challenges and Opportunities

| CHALLENGES    | OPPORTUNITIES  |
|---------------|--|
| None reported | Leveraging new technologies to improve access to information, efficiency of tasks and delivery of services, and utilizing data to design and adapt service-delivery.<br>Citizen interface improvements |

#### Impacted Departments

|  |  |
|--|--|
| Building Services<br>Community Safety<br>Finance, Assets and Fleet<br>Human Resources and Organizational Development | Information Technology<br>Financial and Support Services<br>Legislative Services |
|--|--|

### TREND 6: Need for Infrastructure Renewal

The City of Greater Sudbury's infrastructure is aging and with this, comes new challenges to offer modern services within dated structures. Today's demands on infrastructure focus on energy efficiency, inclusiveness, and accessibility. The needs and expectations of today's Sudburians do not always match with infrastructure built to meet the demands of 25 to 50 years ago.

#### Related Internal Challenges and Opportunities

| CHALLENGES   | OPPORTUNITIES   |
|--|---|
| Supply and demand mismatch of subsidized social housing units<br>Aging of overall infrastructure<br>Retrofit of infrastructure to meet current needs | Modern and green buildings and vehicles<br>Recent public transit infrastructure investments |

#### Impacted Departments

|  |                                     |
|--|-------------------------------------|
| Financial and Support Services<br>Housing Services<br>Leisure Services | Roads and Transportation<br>Transit |
|--|-------------------------------------|

### TREND 7: Impact of Global Factors

There are external factors for which the municipality has no control however greatly impact the organization's operations. These are primarily economic factors, for example shifting global economic conditions, firm competitiveness, reduce or increased demand for certain products, and fluctuating commodity prices. Further, climate change has led to volatile weather patterns that increase pressure on how we plan and delivery services and to existing infrastructure.

#### Related Internal Challenges and Opportunities

| CHALLENGES   | OPPORTUNITIES  |
|--|--|
| Climate change<br>Macroeconomic pressures<br>Sustainable funding | Opportunities in new and expanding markets<br>Firm competition |

#### Impacted Departments

|  |   |
|--|---|
| Community Safety<br>Economic Development<br>Environmental Services<br>Information Technology | Financial and Support Services<br>Planning Services<br>Roads and Transportation |
|--|---|

## Relevant Data

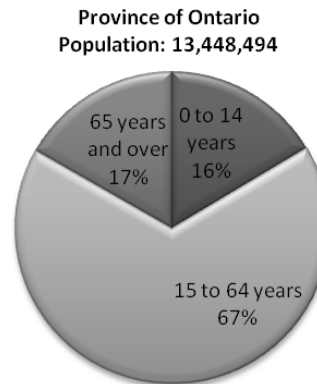
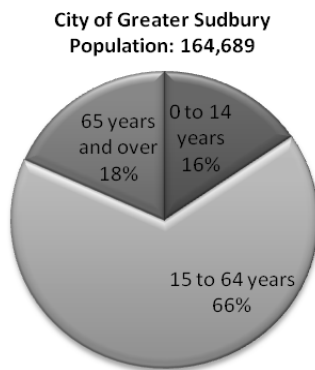
### Demographic Data

The age distribution of our population creates challenges for service delivery, and expectations from different generations create pressures to modernize service delivery and the types of services offered.

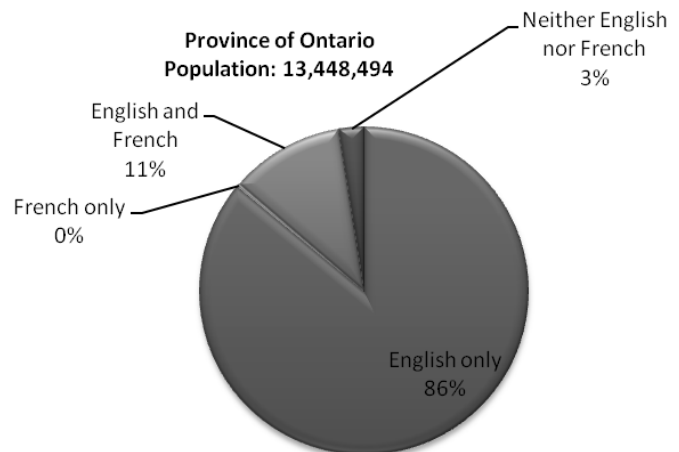
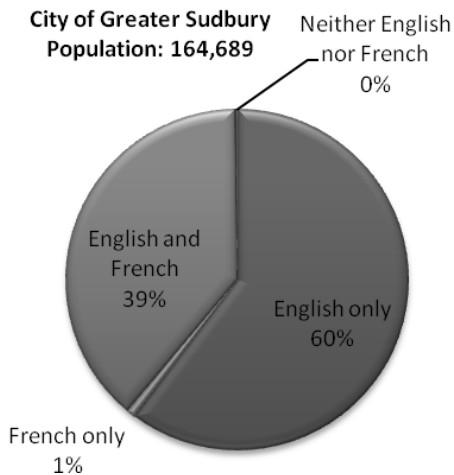
#### Median Age (in years)

| Greater Sudbury | Thunder Bay | Kingston    | Guelph      | Windsor     | Ontario     |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| <b>42.3</b>     | <b>43.6</b> | <b>41.4</b> | <b>39.4</b> | <b>42.1</b> | <b>41.3</b> |

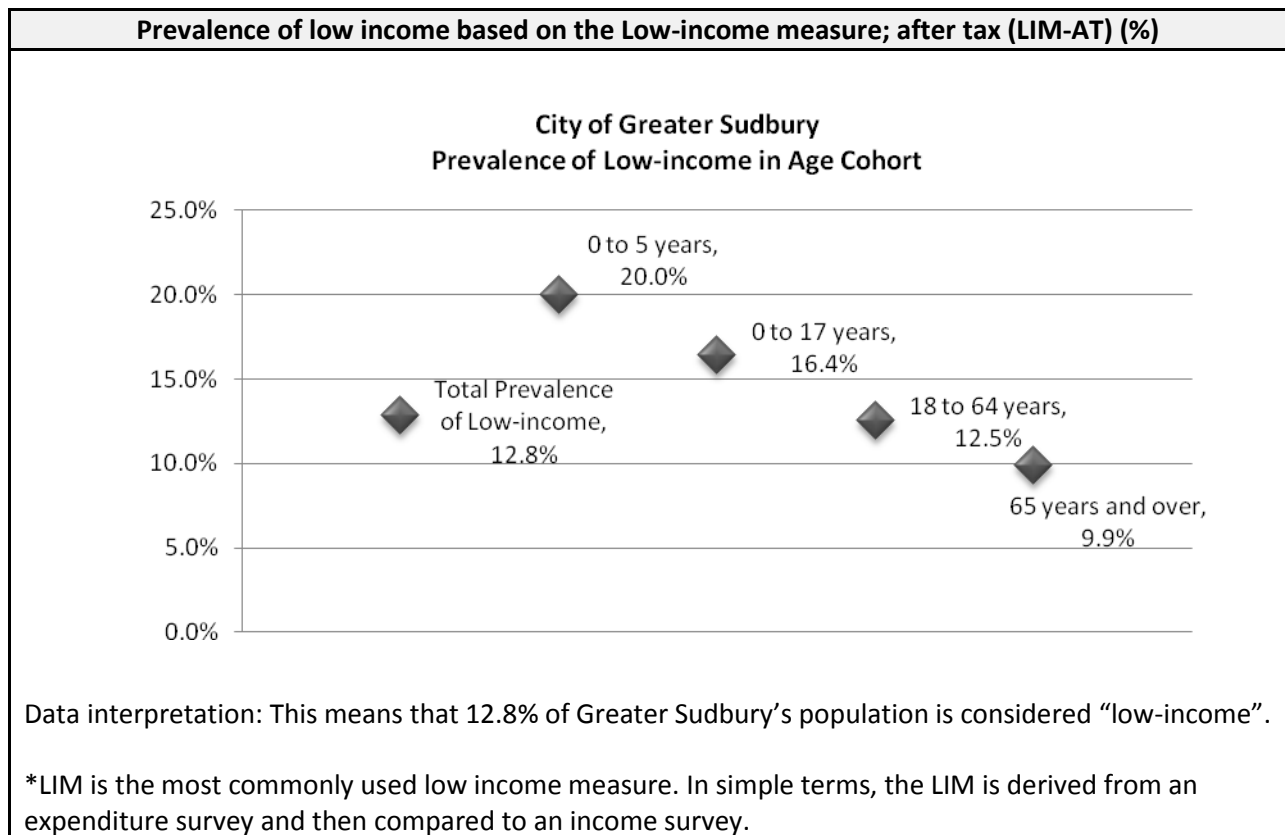
#### Age Distribution



#### Knowledge of Official Languages



| Aboriginal Population  |                             | Immigrant Status                |                              |
|--|-----------------------------|---------------------------------|------------------------------|
| City of Greater Sudbury<br>9.7%                              | Province of Ontario<br>2.8% | City of Greater Sudbury<br>6.2% | Province of Ontario<br>30.6% |
| Median Total Income of Households in 2015                    |                             |                                 |                              |
| City of Greater Sudbury<br>\$71,687                          |                             | Province of Ontario<br>\$74,287 |                              |
| Median Total Income of One-Person Households in 2015         |                             |                                 |                              |
| City of Greater Sudbury<br>\$34,506                          |                             | Province of Ontario<br>\$36,900 |                              |
| Median Total Income of Two-or-More-Person Households in 2015 |                             |                                 |                              |
| City of Greater Sudbury<br>\$93,244                          |                             | Province of Ontario<br>\$90,967 |                              |



## For Information Only

### Council Orientation and Strategic Planning

|               |                       |
|---------------|-----------------------|
| Presented To: | City Council          |
| Presented:    | Tuesday, Aug 14, 2018 |
| Report Date   | Friday, Jul 27, 2018  |
| Type:         | Managers' Reports     |

#### **Resolution**

For Information Only

#### **Relationship to the Strategic Plan / Health Impact Assessment**

This report refers to operational matters.

#### **Report Summary**

This report provides a recommendation on an orientation process that will assist the incoming Council as well as outlines an anticipated schedule and timing of orientation activities. Staff is also preparing a recommendation on the development of a strategic planning process that produces a longer term vision and strategy for Greater Sudbury.

#### **Financial Implications**

There are no financial implications associated with this report.

#### **Signed By**

##### **Report Prepared By**

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*Digitally Signed Jul 27, 18*

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*Digitally Signed Jul 27, 18*

##### **Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jul 27, 18*



## **BACKGROUND**

Greater Sudbury's Municipal and School Board elections will take place on October 22<sup>nd</sup>. Staff have been gathering input into the purpose, scope and method for delivering an orientation process to the next City Council.

There are several activities that must, or should, occur when a new City Council starts its term of office. Some of these, like the establishment of Committees, Boards and advisory groups, or providing training about administrative matters like how the Procedure Bylaw works, are necessary components that a new Council must complete. Some activities, like updating the Strategic Plan, are good practices that could assist a new Council with defining its priorities for the term. While the primary focus of this report is to recommend an orientation process that will assist the incoming council, it also touches on interactions with these other activities in an effort to effectively organize and schedule them. The recommendations are made acknowledging the need for flexibility. Newly elected Councillors may have input they wish to provide that staff did not anticipate and could address as part of the orientation process.

## **ANALYSIS**

The City Solicitor / Clerk and the General Manager of Corporate Services have met with a majority of current Council members and have reviewed historical and planned approaches in other major municipalities. These meetings focused on Council members' views on the purpose of the orientation process and preferred approaches for completing it. These views not only informed the analysis in this report, but they also influenced the 2019 Council schedule of meeting dates and deadlines.

Most Councillors indicated the following contents as most urgent early in a Council orientation process

1. Role clarity – define roles and service responsibilities of councillors, executive leadership team and directors
2. Resolving citizen inquiries and service requests – define the process for responding to individual residents' inquiries and service requests
3. Navigating the organization structure – provide names, contact information and responsibilities for key staff

The amount of new contacts and introduction to the array of services a municipality provides creates a significant amount of content for new councillors to review and become familiar with. Most municipalities provide reference material that all councillors are expected to become familiar with and that establishes a reference point for other orientation activities that provide a "deeper dive" into certain aspects of

the municipality's work. There are also a variety of new initiatives, legislative changes or ongoing strategic directions that staff are pursuing associated with each service that need to be communicated. Some of these initiatives involve work with other orders of government, municipal or sectoral associations or private sector clients and partners.

Councillor feedback also identified the need to make good use of orientation activities to support effective relationship building among councillors and between councillors and staff. The orientation process will incorporate steps that support the development of positive, effective working relationships.

## **ANTICIPATED TIMING AND CONTENT**

### **1. Councillor Reference Material – November 2018**

The reference material will contain departmental overviews using a common format that provides introductory information such as:

- Summary of the organization structure, service profiles and approved service levels, and key contacts for each of Greater Sudbury's approximately 60 lines of business.
- Links to Master, strategic, and official plans related to the services, and a summary of prior period results.
- Current status of open projects, anticipated 2019 milestones, subject to the next Council's choices about strategy and budget.

The method for delivering this material could take a variety of forms. Many municipalities will produce a briefing binder of material or offer a website or portal that presents the information in a helpful way using summaries with links to more detailed information, videos and interactive presentations. This material could be published in November and staff, in particular senior staff like Department heads (General Managers) and Divisional leaders (Directors) will be available throughout the period leading up to the inauguration to meet one on one and review material according to the specific needs of new and returning Councillors. These meetings would also describe the format and approach to subsequent orientation activities and solicit feedback on desired level of detail. It is also anticipated that General Managers and Directors could make more in depth presentations on the points contained in the briefing documentation at early standing committee meetings.

## **2. Administrative Matters – November and December 2018**

### *Introductory Processes*

The administrative “sign on” and introductions to Council support staff, along with office set up and technology provision can take place in the period after the election and prior to December 1<sup>st</sup> inauguration. Further, staff will organize an informal gathering in late November to provide the opportunity for introductions and conversation between senior staff and members of Council.

### *Legal Matters*

Shortly after the commencement of the term, the City Solicitor and Clerk (potentially with the assistance of external legal counsel) will review current and pending legal matters, discuss risk, liability and solicitor client privilege as well as information security, privacy and the freedom of information process.

### *Procedure Bylaw and Key Roles and Responsibilities*

Council's first meeting after inauguration is on Tuesday, December 11<sup>th</sup>. It is the only meeting scheduled that week. A meeting may be scheduled for Monday December 10<sup>th</sup> which would focus on a review of the Procedure By-law and “meeting mechanics” and could include an introduction to roles and accountabilities of statutory officials, Chief Administrative Officer, Auditor General, Integrity Commissioner, Council Members and the Head of Council via the basics of Municipal Act and relevant By-laws.

### *Key Policies*

Further, Councillors can expect that staff will establish an orientation schedule which can be accomplished during regular Council or committee meetings on subjects like public procurement and our Procurement By-law, Labour Relations and Employee obligations, Health and Safety legislation, media, communications and French Language Services. Council as a whole must also participate in mandatory Water/Wastewater training according to the *Safe Water Drinking Act* and this will be scheduled in Q1 or Q2 of 2019.

## **3. Policy Decisions – January 2019**

City Council will engage the services of its new Integrity Commissioner, Robert Swayze effective December 1<sup>st</sup>. Some time will be set aside on the January 15<sup>th</sup> meeting agenda to allow for a presentation from the Integrity Commissioner and a review of the new Council Code of Conduct and the Council – Staff relations policy.

Many Councillors indicated a desire to discuss and understand the purpose and scope of Councillor involvement in committees, Boards and advisory bodies. Staff will provide

Council and candidates with background information in the fall of 2018 regarding the Board and advisory bodies in a tabular report that will include details like the purpose for Councillors' participation, the time commitment required, the remuneration (if any) for sitting as members and the traditional make up of these bodies. Staff then intend to set up a Board, committee and advisory panel "fair" in January, potentially on the afternoon of the 15<sup>th</sup>, or 22<sup>nd</sup> prior to scheduled meetings. This fair would allow members of Council and prospective community appointees to learn more about the various bodies, meet with representatives of the organizations and then proceed to the appointment process, potentially at the January 22<sup>nd</sup> or February 12<sup>th</sup> Council meetings.

#### **4. Strategic Plan Development and 2019 Budget Deliberations – January and February 2019**

Staff intends to create strong linkages between these orientation activities and the type of information Council would use in two important processes that will take place early in 2019, namely, the determination of a new Council strategy and finalization of the 2019 budget.

The time horizon for strategic plans since amalgamation has been the term of Council. Most have been considerably shorter than four years in duration as planning activities take time at the beginning of the term and the actions in the plan are truncated to reflect the remaining time left in the term. This has resulted in a focus on projects with less emphasis on a longer term vision that Council has for the community.

Staff recommend using a strategic planning process that produces a longer term vision and strategy for Greater Sudbury. The process would describe desired outcomes that may require more than one term of Council to achieve and provide clear steps for the next four years that indicate how Council expects to make progress toward them. Good municipal examples include the Region of Peel's twenty year "Community for Life" vision covering the 2015 – 2035 time horizon, Vision 2051, York Region's latest long term strategic effort and CK Plan 2035, Chatham – Kent's 20 year strategic plan.

Councillors have expressed a desire to begin their strategic planning work ahead of the completion of the 2019 budget. Staff will have a background report ready in November that would provide the necessary background for the development of a longer term strategy and will outline a recommended process at the December 11<sup>th</sup> meeting of City Council. There are a number of inputs into a strategic planning process that already exist. For example, we have recently completed a world café on population health, the aforementioned master plans and strategies contain strategic alternatives for consideration, employee, citizen and customer service surveys have all been refreshed in 2018 and we have relatively new long term financial plans and policy outcomes that can provide valuable input. Staff also intend to gather feedback from

business leaders across the various sectors and municipal champions as input into the strategic background report.

Strategic planning meetings and activities would commence in January and February. This preliminary work could inform Council's budget deliberations, scheduled for the first quarter of 2019. The strategic plan development schedule would be complete by the end of the second quarter of 2019.

Budget deliberations would begin in late January with a full background on Municipal Finance and the issuance of the budget booklet to commence deliberations on the Operating, Capital and Outside Board budgets for 2019.

## **ONGOING PLANNING AND FEEDBACK FROM NEWLY ELECTED COUNCIL MEMBERS**

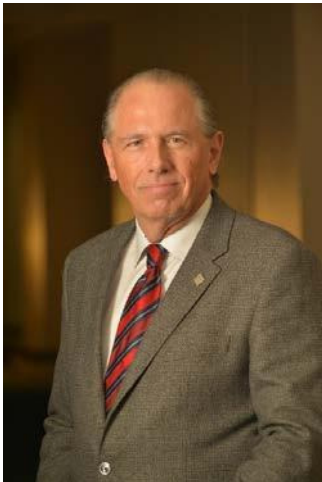
While this report outlines the best thinking based on feedback to date in terms of orientation planning, it is a starting point and could be further refined. Staff are working on the elements described in this report and will meet immediately after the election with the incoming Members of Council to confirm these (and potentially other) plan elements and finalize schedule and timing. The end result that the next Council can expect is:

- Adequate support and background information to establish early function in role,
- A clear understanding of how Council and staff will work with and relate to one another and
- Processes leading to the identification of strategic change initiatives for the 2018 – 2022 term and that describe a desired vision of the future for the community.

## Dr. Chris Bart, FCPA

Dr. Chris Bart, FCPA is the world's leading expert on organizational mission statements (the most widely used management tool in the world) and how companies can use them more effectively to become a "mission driven" organization. He is currently the CEO of Corporate Missions Inc – an international consulting firm dedicated to helping organizations excel in their governance and the execution of their business strategies. He is also the Founder of The Directors College where from its inception in 2003 to 2013, he served as its inaugural Principal and Lead Professor. He now assists the College as its Lead Faculty and pursues his passion for good governance globally as the Executive Chairman of the Caribbean Governance Training Institute, the Caribbean Institute of Directors and the Corporate Governance Institute.

Dr. Bart has authored the 10 year Canadian business best seller (2003-2013), *"A Tale of Two Employees and the Person Who Wanted to Lead Them"* as well as the widely acclaimed publications: "20 Essential Questions Corporate Directors Should Ask About Strategy (2013) – 3<sup>rd</sup> Edition" and "20 Essential Questions Directors of Not-For-Profit Organizations Should Ask About Strategy (2009)". He also has several others, including: "Achieving the Execution Edge: 20 Essential Questions Corporate Directors Need to Get Answered About Strategy Execution" (with E.S. Schreiber); and "The Mission Driven Hospital: Turning Noble Aspirations into Accountability and Action".



Through his pioneering research and teachings, Dr. Bart has become highly sought after by organizations seeking to develop vision and mission statements that get results. His practical approach for bringing mission statements to life has inspired business leaders and audiences around the world.

A retired Professor of Strategy and Governance from McMaster University (1981-2013), Dr. Bart has published over 180 articles, cases and reviews. He currently serves as Associate Editor of the International Journal of Business Governance & Ethics and he continues as a Research Fellow of the Asian Institute of Corporate Governance at Korea University. Previously, he helped establish the Management of Innovation and New Technology Research Centre (MINT~RC) at McMaster and was named its first Director.

Dr. Bart has been awarded the Ontario Chamber of Commerce "Outstanding Business Achievement Award for Corporate Governance", the Hamilton Chamber of Commerce "HR Hero Award", the United Way "Chairman's Award", the HRPA 2011 "Summit Award for Corporate Governance & Strategic Leadership", and McMaster's "Innovation Award". For his research, he has received both the McMaster Research Recognition Award and its Theory to Practice Award. A highly regarded lecturer, Dr. Bart has received both the "Outstanding Undergraduate Business Professor" and "MBA Professor of the Year" awards on multiple occasions. He has also won "The President's Award for Teaching Excellence", McMaster's highest teaching award – which made him the most decorated professor at the DeGroot School. In 2009, his CPA designation was elevated to FCPA (Fellow of the Institute of Chartered Professional Accountants). And in 2012, Dr. Bart was the recipient of the Queen Elizabeth II Diamond Jubilee Medal for his service to Canada.

Over the years, Dr. Bart has been invited to lecture at numerous institutions throughout the world, including the USA, South Africa, Egypt, Greece, the Caribbean, Switzerland, the United Kingdom, Australia, the Czech Republic and China.

Dr. Bart is listed in Canadian Who's Who. He is currently a Director of Terra Firma Capital Corporation (TII.V) where he serves on the firm's Audit Committee and chairs the Governance, Compensation and Nominating Committee. He is a past Trustee of the Committee for Economic Development of the United States of America and a former Director of St. Joseph's Hospital, the Harshman Foundation, The Canadian Foundation for Education and Research on Finance, the United Way of Burlington and Greater Hamilton and Eagle Precision Technologies (a former TSE listed company) where he chaired its Compensation Committee.