

CGS Strategic Plan 2019-2027 Renewal

Presented To:	City Council
Meeting Date:	June 13, 2023
Type:	Managers' Reports
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Recommended by:	Chief Administrative Officer

Report Summary

This report describes the process Council and staff used to review the CGS Strategic Plan 2027. It describes the major themes identified by Council for consideration in the renewed plan and it provides a draft revised and renewed plan for Council's approval.

Resolution

That the City of Greater Sudbury approves the revised document "CGS Strategic Plan 2019-2027 (Revised June 2023)" as outlined in the report entitled "CGS Strategic Plan 2019-2027 Renewal" presented by the Chief Administrative Officer at the City Council meeting on June 13, 2023.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report provides recommendations for Council's strategic direction to create a revised and renewed Strategic Plan. The report fully considers and reflects the goals of the Community Energy and Emissions Plan.

Financial Implications

There are no financial implications for this report.

Background

In October 2019, Council approved CGS Strategic Plan 2019-2027. The plan horizon was intentionally established as eight years in order to encourage the development of goals and strategies that extend beyond one council term. As this plan was developed, Council indicated a desire to review and update it at the beginning of the 2022-2026 term.

On January 10, 2023, staff presented a summary of the initial responses from a review of the Strategic Plan by the incoming Council. Since then, staff continued to evaluate the information coming from Council and

have also had the benefit of participating in the Innovation Blueprint process with Dr. Dan Breznitz.

In reviewing the material provided by Councillors, and in listening to Council discussions, the following key themes have emerged as important strategic considerations for the renewal of this plan:

- Fiscal Responsibility
- Climate Change Action, both Mitigation and Adaptation
- Economic Development, including the Innovation Blueprint Process and ensuring our community is prepared for the housing, employment and social demands resulting from realizing the outcomes described in the Innovation Blueprint
- CGS as a Caring Organization with responsibility for Long Term Care, Housing Operations, Paramedicine and Social Services
- Continued emphasis on Indigenous Relations and Community Partnerships
- Use of KPIs and data analysis to maximize efficiency and ensure value for money
- Renewed focus and prominence for health and safety performance
- Vision of vibrant community with relevance to Older Adults, Youth, Volunteers, Newcomers
- Reimagining role of greening in Greater Sudbury's successful future

Staff took these themes and the direction provided by Council on January 10 to develop a revised Strategic Plan 2019-2027. The most significant changes are the combining of four of the original strategic objectives into two larger statements. In addition, based on the discussions, questions and feedback, staff are recommending the addition of a new strategic objective for a total of six in the revised plan:

1. Asset Management and Service Excellence
2. Economic Capacity and Investment Readiness
3. Climate Change
4. Housing
5. A Healthier and More Vibrant Community
6. Focus on Advancing Caring Services Based on Lessons Learned through COVID-19 Experience

The new objective, "Focus on Advancing Caring Services Based on Lessons Learned through COVID-19 Experience," comes from the experience of the COVID-19 Pandemic and a refocus on the values of the corporation, particularly the values of trust and compassion. During the global health emergency, it became very evident that:

- The City's role in the community extends beyond simply providing services
- Responsibility for employee health and safety includes both physical and mental health, and the workplace needs to be safe on both counts
- It is the primary caregiver and protector for 433 residents in long term care, and
- It is the go-to agency for health and civil emergencies.

Since the election, the incoming Council also reflected these insights, and it is appropriate to embody this vision in the revised strategic plan.

A draft, consolidated version of the revised plan is attached, as Appendix A, for Council's review and approval. As requested at a previous meeting, a "track-changes" version of the original plan is attached as Appendix B.

Attachments

Appendix A – City of Greater Sudbury Strategic Plan 2019-2027 – Revised June 2023

Appendix B – Original Text of CGS Strategic Plan 2019-2027 with Tracked Changes

Resources Cited

Final formatted version of Original CGS Strategic Plan 2019-2027:

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/report-pdfs/2019-2027-strategic-plan/>

Report, titled “CGS Strategic Plan 2019-2027 Review and Renewal,” from the meeting of City Council on January 10, 2023: [https://pub-](https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=48327)

[greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=48327](https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=48327)