

A. Incorporating Community Vibrancy into the Plan:

The *City of Greater Sudbury 2019-2027 Strategic Plan* as reviewed and approved by Council in July, 2019 contains a series of priorities, objectives and initiatives that were developed by City Council and ELT over a six-month process. Additionally, prior to the development of the Strategic Plan, several other reports and information-gathering efforts informed the strategic plan discussions including:

- A citizen survey
- An employee survey
- 2019 Budget public input
- Comments from voters to councillors gathered as part of the 2018 election campaign
- Population Health world café consultation

In approving this strategic plan, Council directed staff to prepare a new objective related to community vibrancy.

As Mayor Bigger noted during the March strategic planning workshop, cities succeed when they provide healthy places to live and thrive when its residents are innovating and developing solutions for their most fundamental needs. He also acknowledged every city is trying to close gaps and make progress on addressing issues that could influence their future success. Generally, all cities want to display the following qualities:

- They're seen as welcoming and safe
- They are a magnet for talented people and their families
- They are citizen-focused
- They reflect a positive, optimistic, solution orientation
- They build trust with the residents and businesses they serve

These qualities are often also part of general discussions about community vibrancy, however, no standard definition for “community vibrancy” exists.

Vibrancy is a quality—a set of observable characteristics and practices—that distinguish successful communities and those that struggle or fail. Discussions about “Community Vibrancy” typically include references to:

- communities and neighbourhoods that are pockets of diverse activity
- a sense of place
- well-designed gathering places that foster a sense of community

- public health, and design that promotes health/wellness
- magnets for entrepreneurs
- economic success
- opportunities for residents and visitors to socialize, shop, learn, eat, drink, and be active
- personal connections with the City of Greater Sudbury

Community vibrancy also conveys an impression about how well a city functions. Its capability to incorporate housing, commerce, transportation, schools, health and hospital facilities, cultural institutions and cultural expression, and the preparedness it shows for information and disaster recovery all could influence perceptions of its vibrancy.

A key feature of a discussion about a community's vibrancy, perhaps, is how well it integrates these elements. Policy choices and workplans that reflect vibrancy show thoughtful consideration and connectivity between disparate sectors of a community's economy, social network and infrastructure. This not only facilitates resiliency, but it also creates opportunity for synergy and efficiency that might not otherwise be realized.

Based on the outlined context, and in response to Council's direction, staff propose to add a seventh strategic objective to the 2019-2027 Strategic Plan as follows:

7. Strengthening Community Vibrancy

Vibrancy is the collection of policies, activities and investments that create a 'sense of place' and makes Greater Sudbury distinct. Vibrancy is the result of efforts to make positive contributions to lifestyles and economic activity provided by community amenities, events, facilities and municipal policies. It includes ideas and opportunities that allow residents and businesses to make personal connections with other residents, businesses and the city as a whole, leading to outcomes that make them feel like they are integral to, and partly responsible for, the community's success. This objective will build upon the successes of our cultural and arts sectors and our neighbourhood actors and support further development and strengthening of our vibrant city.

Attached to this objective, staff proposes to add the following goals:

1. Develop a Public Art Implementation Plan
2. Develop and implement policies, practices and enabling technologies that encourage meaningful citizen engagement at the neighbourhood and community level
3. Strengthen the framework of programs that support the artistic, cultural and creative expression of local citizens and groups

4. Review the Official Plan and other corporate policies to ensure they are appropriately aligned with the strategic objective of community vibrancy
5. Where relevant, incorporate the objective of community vibrancy into the development of new municipal facilities and infrastructure.

Please note that within Council's original version of the strategic plan, there are several goals and actions that support the objective of Community Vibrancy. Staff are not suggesting that these be moved within the document as they also support the goals and objectives in their current placement. This plan should be seen as a holistic, not a siloed, document, where many objectives, goals and actions are inter-related and all are contributing to the overall mission, vision and values.

B. Revised Introduction for Strategic Plan 2019-2027

In keeping with Council's Vision, incorporated in the Strategic Plan, and its emphasis on the concept of a community of communities, staff is proposing revisions to the Introduction section of the Plan. These revisions are designed to emphasize our community's collective support for diversity.

The changes are reflected below, and included in the final version attached to this report.

INTRODUCTION

Greater Sudbury is geographically the largest city in Ontario and the most populous in northern Ontario with over 160,000 residents. For more than 100 years, our economy has been rooted in the mining sector, and while our mining roots continue to be a foundation of our economy, we are no longer simply a mining community.

Our city is home to Health Sciences North, northern Ontario's hub for health care. With our trio of outstanding post-secondary institutions including Laurentian University, Cambrian College and Collège Boréal, Greater Sudbury is the educational capital of northern Ontario. ~~We are home to the third largest French-speaking population in Canada outside of the province of Québec.~~ We are also a leading destination for tourists, both regionally and nationally.

~~Greater Sudbury is built on a foundation of diversity. Its Bridge of Nations recognizes and celebrates some of the many dozens of population groups that live and thrive in our community. Much of our strength lies in this diversity.~~

Greater Sudbury is built on a foundation of diversity. Located within the traditional lands of the First Nations and Métis Peoples, our community is in the Robinson-Huron Treaty area that is the traditional territory of the Anishnawbek and the Métis. We are home to the third-largest French-speaking population in Canada outside of Quebec and a centre of Franco-Ontarien history and culture. Our Bridge of Nations recognizes and celebrates these and the many dozens of other population groups that live, thrive and give strength to this city.

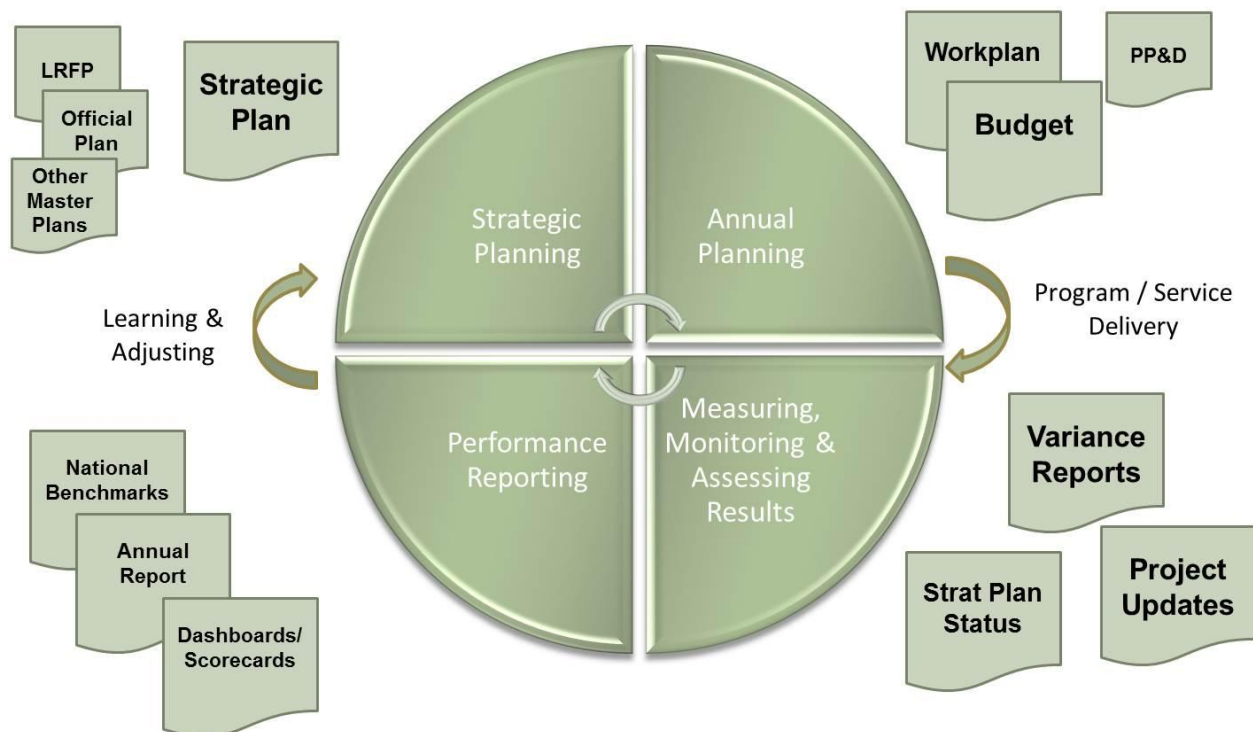
The priorities outlined in this strategic plan reflect the unique nature of our community. Actions to address each of the priorities will also advance Greater Sudbury's standing as a centre of excellence in economic, social, and environmental innovation.

The City of Greater Sudbury operates approximately 60 lines of business. This strategic plan captures Council's key priorities but it does not reflect all of the City's responsibilities to its citizens and businesses. The plan highlights the changes City Council wants to make, which it believes are fundamentally important for the community's sustainability, economic competitiveness and quality of life.

C. Ongoing Integration of Strategic Plan into Annual Business Cycle

As indicated during the evolution and approval of the CGS Strategic Plan 2019-2027, staff intend to incorporate the spirit, objectives and goals of the final plan into the process of developing the various products and reports which come forward as part of the City's Annual Management Cycle.

As shown in the following diagram, the Strategic Plan forms the basis for the development of annual plans which include departmental workplans and budget. The new plan has an eight year horizon so staff will seek Council's direction to identify priorities from the strategic plan for work in the coming years.



The monitoring phase involves monitoring and assessments including an evaluation of initiatives related to the strategic plan. This evaluation is then reflected in performance reporting, including the CAO's Quarterly Performance Reporting, MBNCanada benchmarking reports and Departmental Key Performance Indicators included with the annual business plan and budget.

All of this information will be highlighted for Council through the year and will inform discussion and direction for upcoming annual cycles. A brief analysis of achievements related to the Strategic Plan will be incorporated into the City's Annual Report.

D. Conclusion

Following Council's review and direction, the City of Greater Sudbury Strategic Plan 2019-2027 will be finalized and a complete plan published to the City's website. Regular monitoring, assessment, reporting and evaluation will be provided to Council on an ongoing basis.

E. Resources

Council Strategic Plan Final Report – July 10, 2019

(<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1434>)